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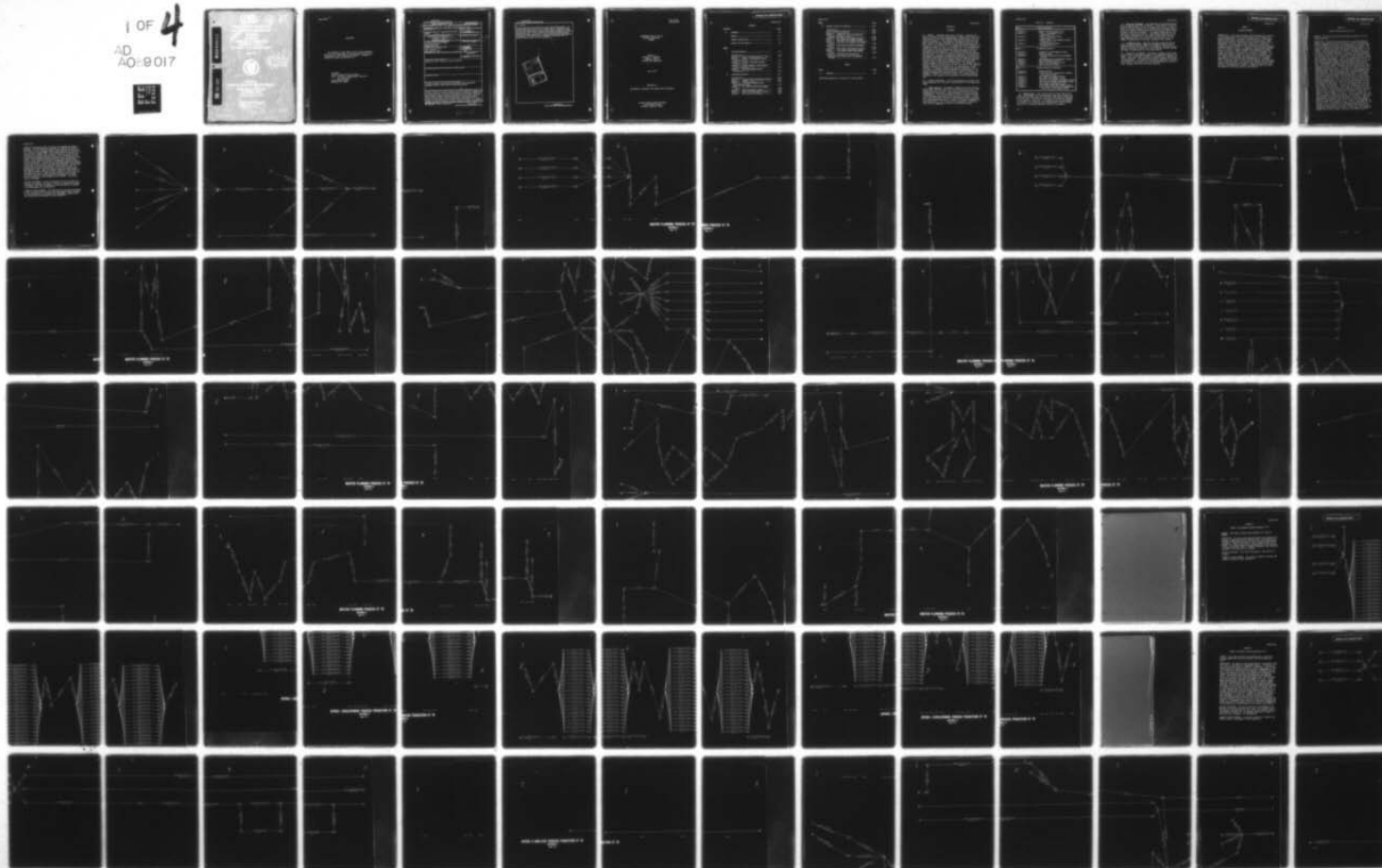
ARMY CONCEPTS ANALYSIS AGENCY BETHESDA MD
MANAGEMENT ANALYSIS OF KEY RESOURCE OPERATIONS (MAKRO). VOLUME --ETC(U)
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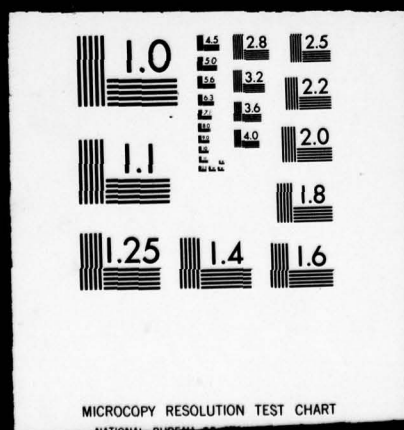
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STUDY REPORT
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MANAGEMENT ANALYSIS OF
KEY SUPPORT OPERATIONS
CLASSIC
VOLUME II
APPENDIX 2, NETWORKS
ANNEXES I AND II
PLANNING AND PROGRAMING

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METHEMOLGY, RESEARCH AND CONCEPTS DIVISION
OF THE JOINT CHIEFS ANALYSIS AGENCY
610 WASHINGTON AVENUE
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The MAKRO Study analyzes the planning, programing and budget formulation phases of Army PPBS and suggests ways to improve the system. The principal PPBS activities at HQDA were identified, then subjected to rigorous analysis, and documented in this report. The methodology included development and implementation of a computer-based graphics routine to create network diagrams; network diagrams were constructed for 21 distinct Army PPBS processes that were identified in the analysis. The network diagrams are published separately; Volume II contains the planning and programing diagrams and Volume III contains the budget formulation diagrams. Specific		

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prescriptive measures were nominated to improve certain PPBS processes. The paramount MAKRO study insight is, that the Army PPBS is responsive to higher authorities at the expense of time for rigorous analysis. The study presents two alternatives which singly or together could enhance the quality of analysis supporting Army PPBS: (1) seek relief from the highly interactive/reactive dialogue with higher echelons that is conducted particularly during programing and budgeting; (2) expand the scope of planning to provide more detail of resource sensitive issues for use in programing.

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STUDY REPORT
CAA-SR-79-6

MANAGEMENT ANALYSIS OF KEY
RESOURCE OPERATIONS
(MAKRO)

VOLUME II
APPENDIX E, NETWORKS
ANNEXES I AND II
PLANNING AND PROGRAMING

March 1979

PREPARED BY
METHODOLOGY, RESOURCES AND COMPUTATION DIRECTORATE

US ARMY CONCEPTS ANALYSIS AGENCY
8120 WOODMONT AVENUE
BETHESDA, MARYLAND 20014

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*Published separately as Volume III to this report.

APPENDIX E

NETWORKS

E-1. GENERAL. The MAKRO Study Report, Volume I, documents the analysis of Army PPBS and suggests ways to improve the system; the study approach and analytic methodology, network theory, are discussed in Chapter 2. This appendix contains the descriptive network diagrams that were developed for the MAKRO analysis of Army PPBS. Specific network diagrams for planning and programing are contained in this, Volume II. The budget formulation diagrams are located in Volume III (see list in Table E-1). The diagrams were constructed to provide descriptive models that could be used in the analysis of the Army PPBS. The network diagrams were constructed following extensive research and data collection efforts that included: a review of applicable regulations and directives; attendance at programing and budgeting conferences; coordination with other study efforts relating to PPBS; and numerous interviews with OSD, DA, and major Army commands (MACOM) staff personnel involved in PPBS. Extensive coordination with the responsible agencies enhanced the quality of the models. The changes that occurred in PPBS during the period of this research (CY 78) required frequent updating of the models and, in some instances, total revisions. A computer software package was developed at CAA to facilitate construction and reproduction of network models. The software package--MAKRO Graphics Utility (MGU)--is discussed in Appendix F, Volume I of the study report. The network diagrams included in this appendix were produced with that software package.

E-2. NETWORK CONVENTIONS. The following material provides information necessary for the proper interpretation of the network diagrams.

a. Nodes and Arcs. The network diagrams are of the activity-on-arc type. The work activities are characterized by arcs drawn between the nodes; the start and finish of work activities are represented by event nodes. Node designators are four character alphanumeric. The node designation serves to identify an event in the automated data base used to construct a network. In general, the evolutionary fashion in which networks were constructed and revised prevented the use of logical or orderly assignment of node designations. The four character alphanumeric, therefore, only serves to identify an event in a particular network.

Table E-1. Networks

Annex I Planning Networks	
Network A	Master Planning Process CY 78
Network B	JSPDSA I Development Process Projection CY 79
Network C	JSPDSA II Analyses Process Projection CY 79
Network D	JSPDSA II/Book II Development Process Projection CY 79
Network E	JSPD Development Process Projection CY 79
Annex II Programing Networks	
Network F	Program Force Development Process
Network G	LOGSACS Process
Network H	Procurement Appropriation Development Process
Network I	RDTE Appropriation Development Process
Network J	PARR Development Process
Network K	Master POM Development Process
Network L	POM Issue Cycle Process
Annex III Budget Formulation Networks	
Network M	Budget Mainline
Network N	MILCON (Military Construction) Budgets Development Process
Network O	MPA Budget Development Process
Network P	OMA Budget Development Process
Network Q	National Guard Budgets Development Process
Network R	Army Reserve Budgets Development Process
Network S	RDTE Budget Development Process
Network T	Procurement Budget Development Process
Network U	Miscellaneous (Revolving, Management and other funds) Development Process

b. Network Logic. Each network should be read from left to right. The networks are time dependent along the horizontal axis with start and stop dates for activities indicated at the bottom of the network. The vertical positioning of a node was assigned by the analyst in order to: (1) promote clarity of the network flow and/or, (2) illustrate some organizational hierarchy which may exist for different agencies involved in a process.

c. Activity Information. The individual arcs provide various kinds of specific activity information. A description of the work activity represented by an arc is written above it in a 35 character field; the limitation on the quantity of characters required the use of numerous abbreviations, all of which are listed in the Glossary at the end of Volume I. The agency responsible for the action is written below the arc. Also written below the arc are two numbers representing (1) the number of work days available from scheduled start of an activity to completion and, (2) the number of weekend days or holidays included in the schedule.

d. Comment Activity. Some arcs have been placed on the networks to provide general commentary information rather than to describe specific activity work. The number of work days are dynamically assigned to these arcs by the computer software package but have no significance for this type activity.

E-3. CONTENT OF THE ANNEXES. Each Annex includes a brief introduction to the processes documented in the subsequent network diagrams. Then, each network diagram is proceeded by a separate narrative discussion. The narrative discussion provides the following information: the purpose of the process depicted; a narrative description of the process; the critical milestones for the process; linkages that exist with other networks.

ANNEX I

PLANNING NETWORKS

INTRODUCTION. The planning networks were developed over a period of one planning phase (CY 78) and resulted in five network diagrams included here. The Master Planning Process CY 78 diagram reflects the planning processes for CY 78 and the actual times when events occurred. These event times are not a good basis for scheduling FY 79 workloads since the JSPS was in transition--reacting to the development of the new OSD planning and programing guidance document, the CG. In response to JSPS milestone changes for CY 79, specific network diagrams were prepared for JSPDSA I, JSPDSA II Analyses, JSPDSA II/Book II and JSPD development processes that project and display a CY 79 activity schedule. The projection networks attempt to preserve times as observed in CY 78. However, modifications were required to allow for JSPDSA I completion on 15 March 1979 and JSPD completion on 1 November 1979. Projection networks differ from the Master Planning Process CY 78 in two other ways: the projections identify more thoroughly ARSTAF divisions which participate in the staffing process; one cycle of joint meetings is shown--no attempt was made to predict the number of iterations that will be required.

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Network A

Master Planning Process CY 78

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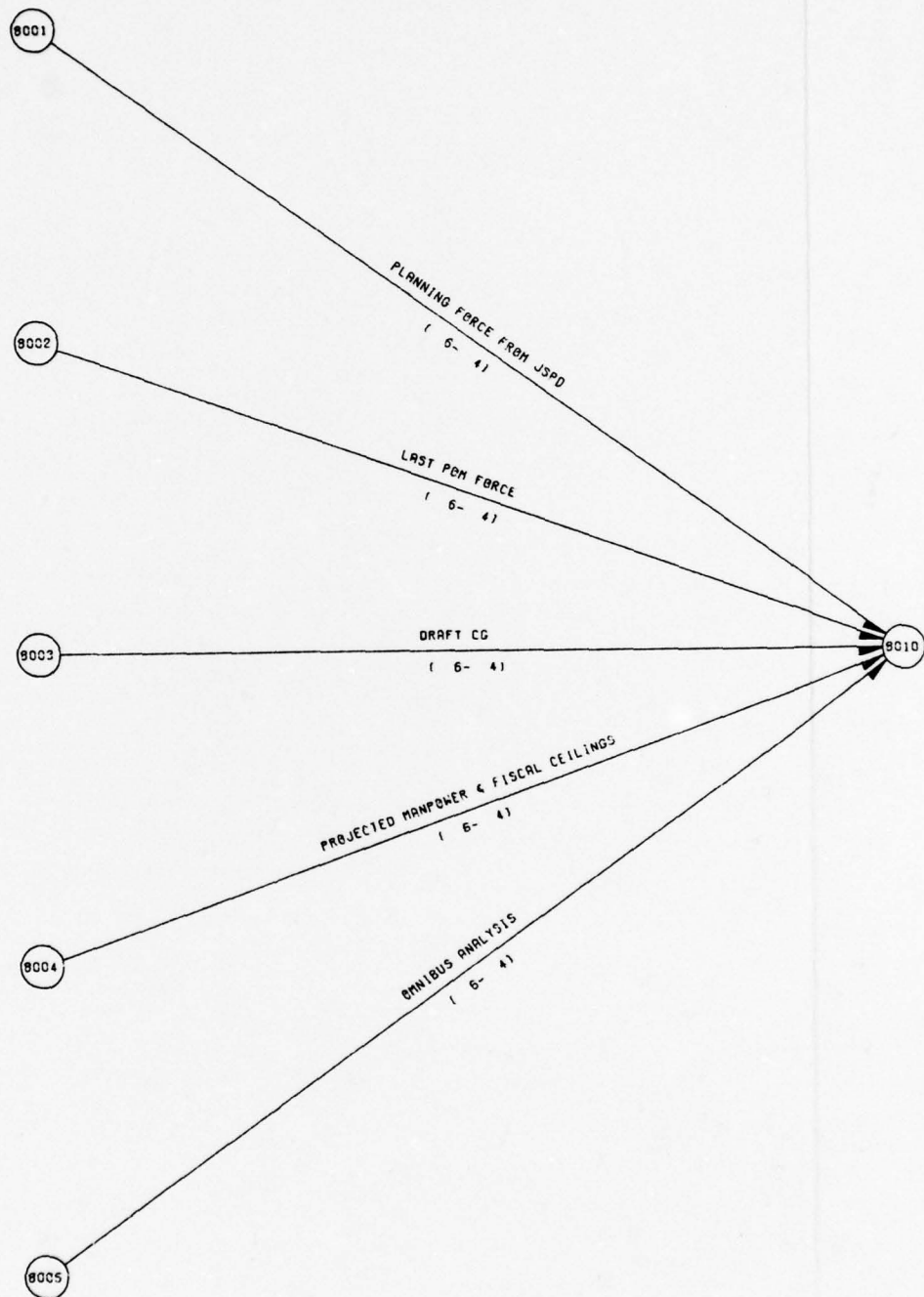
PURPOSE. The process develops Army planning proposals and programming guidance.

DESCRIPTION. The master planning process is a consolidation of JSPDSA I development, JSPDSA II analyses, JSPDSA II development, JSPD development, Army priorities development of unilateral input to CG and guidance for program force development processes. The process as described reflects the schedule followed during CY 78. JSPDSA I staffing began after the draft CG was published. In addition to the planning guidance in the CG, the ARSTAF studied all available information published on strategy, national objectives, and national security. The Joint Staff initiated JSPDSA I review by publishing the preflimsy. A staffing schedule was published to guide document development. JSPDSA I was approved on 5 July. In May, the Joint Staff issued force requirement guidance for AFCEM and directed updated JSPDSA II analyses based on the previous year. The ARSTAF, supported by CAA, developed the minimum risk force and planning force. Minimum risk force results were sent to ODCSOPS (War Plans Division) in mid-June for comparison with the candidate combat force list. The latter is used to generate the planning force. While the minimum risk force requirements were being generated, CAA also determined the combat service support units needed to fully support the planning force. The results were sent to ODCSOPS (Force Plans and Structure Division) where computer results were edited. The edited force was then used to generate movement data. In late July the movement analysis was sent through ODCSLOG to the Joint Staff where strategic lift requirements were generated. The lift requirements were inserted into JSPDSA II in October. In July, the rounded force was also sent to War Plans Division. That force, the minimum risk force and the CINCs required forces were compared to develop the Army's planning force. These minimum risk and planning forces serve as input to the development of JSPDSA II, Book II. Staffing of JSPDSA II, Book II began in mid-July. In mid-September the Joint Staff proposed an outline and content for the JSPD. A week later, the preflimsy of the JSPD was published for staffing. JSPD was completed on 26 December 1978 less Annex E, Cost and Manpower, which was completed 19 January 1979. JSPDSA II was completed in February 1979. In September an Army priorities statement for CSA approval was developed from the programming guidance of the CG issued the previous March, the CSA's desires, and planning and programming considerations available at that time. Once approved, ODCSOPS (War Plans Division), serving as the ARSTAF point of

contact, developed the Army Priorities for Program Development Document. This document was completed and sent to the Office of the Chief of Staff (Program Analysis and Evaluation Directorate) for inclusion in the PAPPGM. After publication of the draft CG in February 1979, ODCSOPS (War Plans Division) will coordinate the development of program force guidance. Force structure alternatives and associated deployment alternatives are developed by the ARSTAF. They consider the planning force, last program force, current force capability analysis from OMNIBUS, and projected resource constraints. The SPC reviews the staff product and chooses a base case force structure and deployment schedule, and considers the changes to policy and strategy. The results are sent to ODCSOPS (Force Plans and Structure Division) for program force development in May. The final process depicted on the network is the Army unilateral response to OSD's request for input prior to development of the CG. Army planning proposals, which appear in the JSPD, unsettled program proposals and proposals the Army desires addressed in the upcoming CG are staffed. The process occurs in November.

CRITICAL MILESTONES. Critical milestones are the unilateral CG response in November, the Army Priorities for Program Development in November, the JSPD in December, and the guidance for program force development the following May.

LINKAGE TO OTHER NETWORKS. The priorities for program development process connects with the Master POM Development Process (Network K) and the guidance for program force development connects with the Program Force Development Process (Network F).

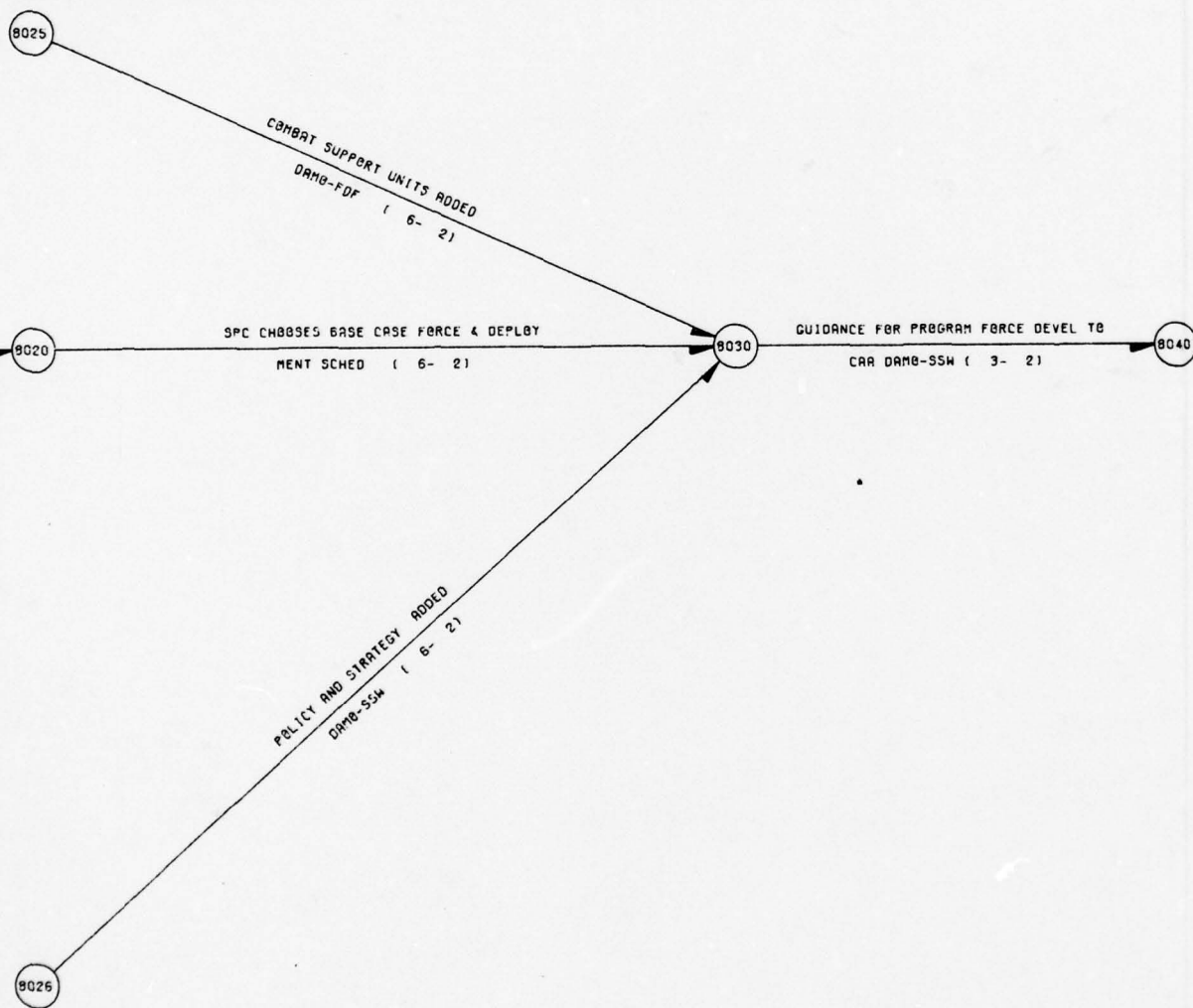


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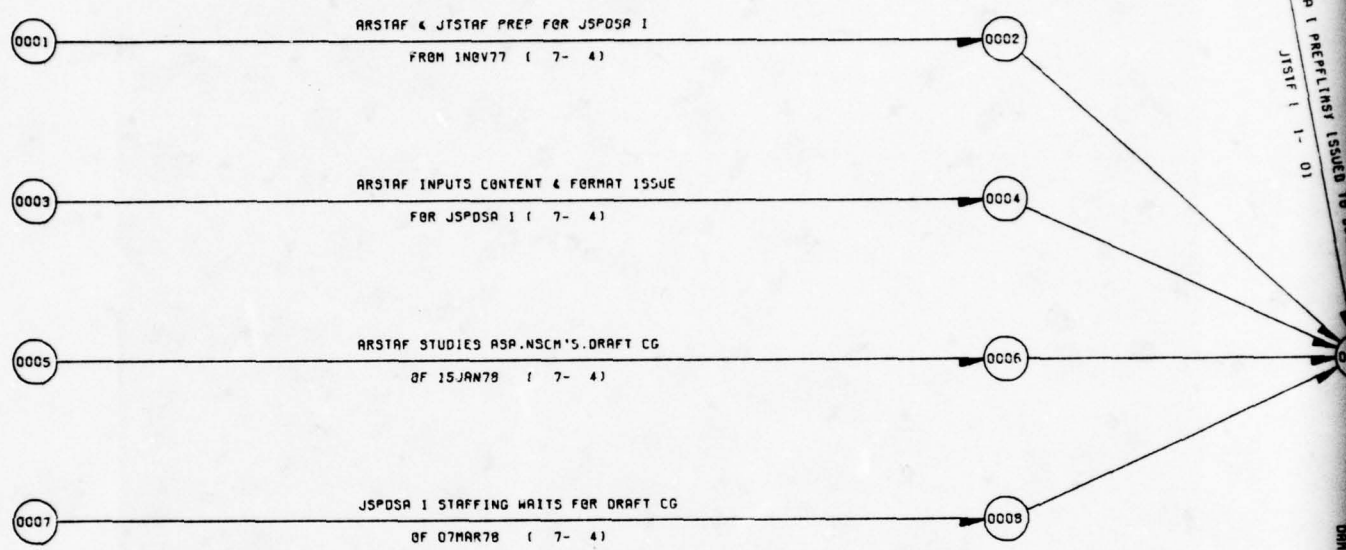
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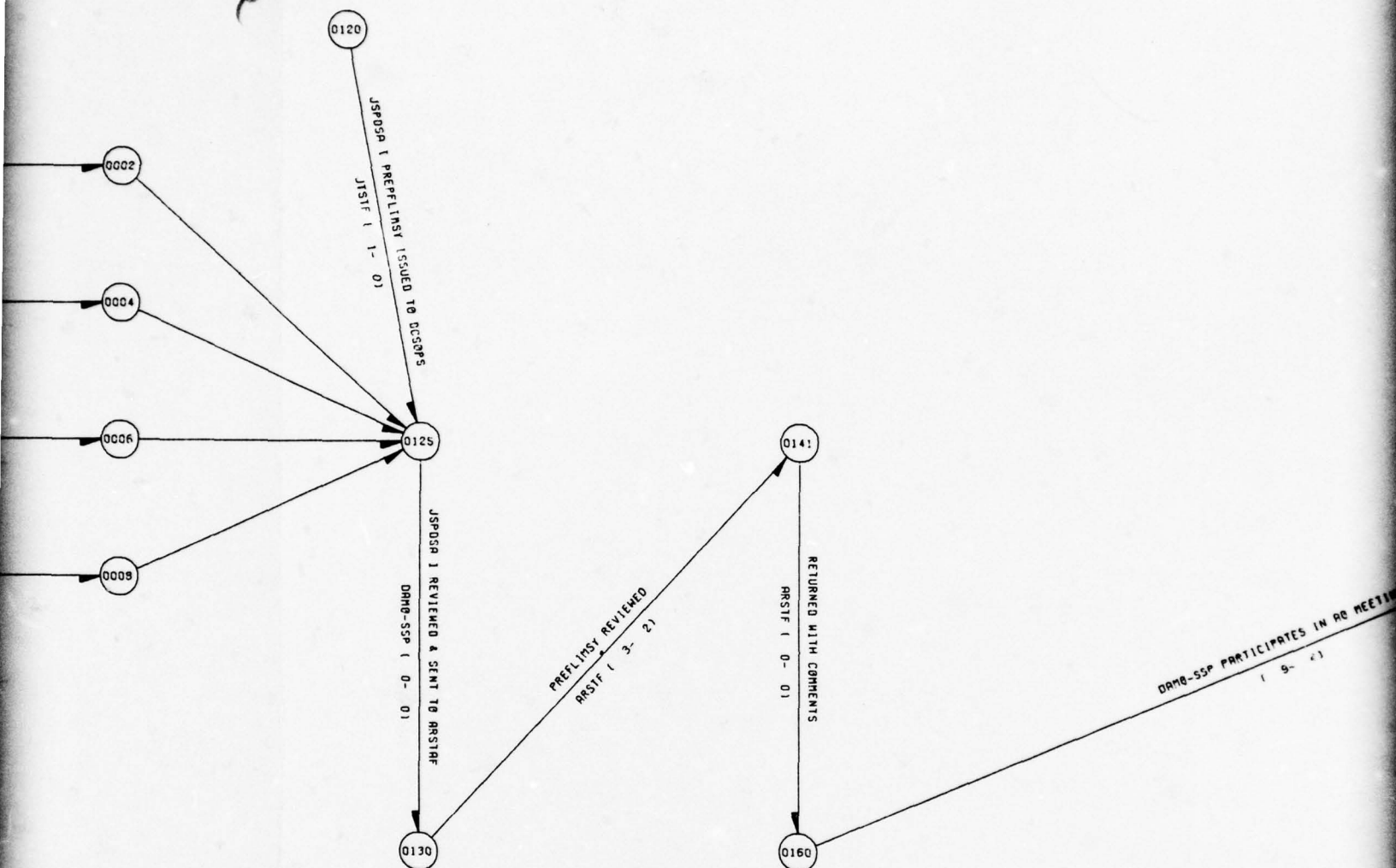
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MASTER PLANNING PROCESS CY 78

NETWORK A

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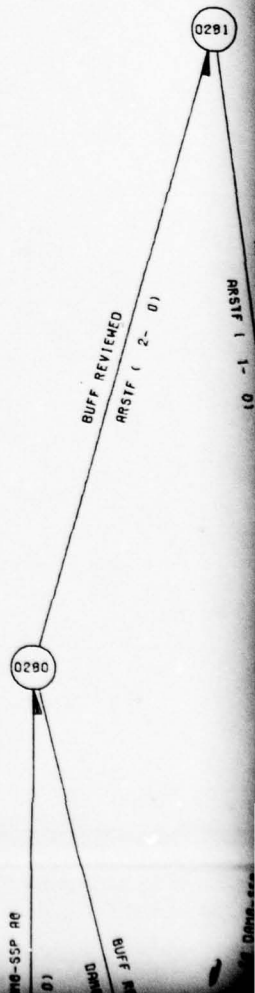
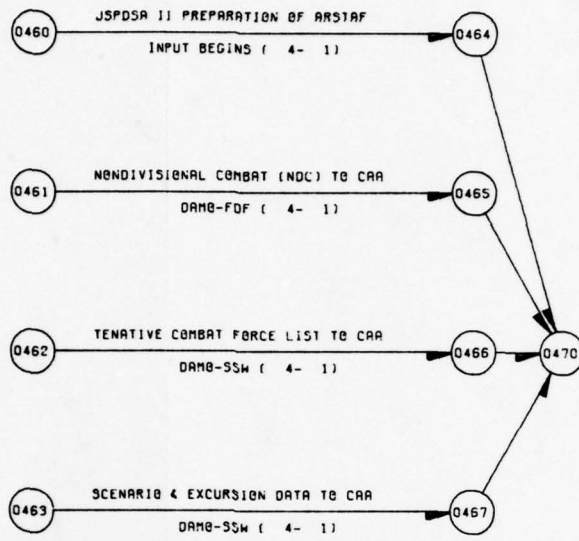
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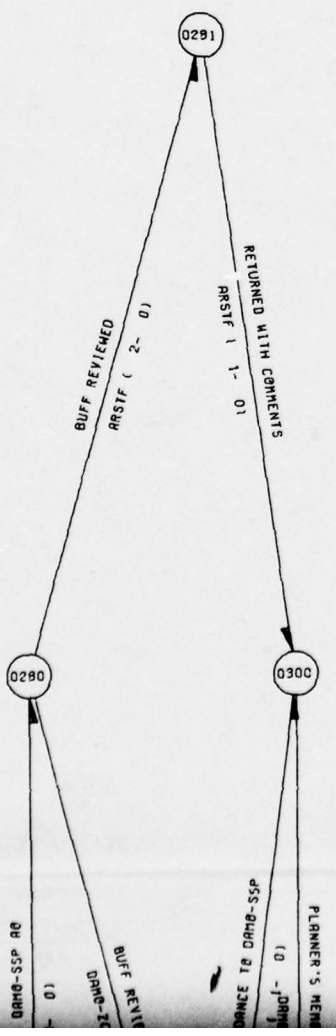
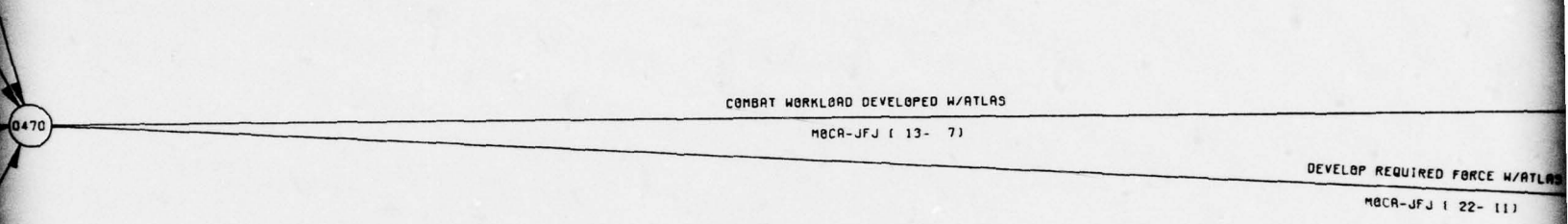
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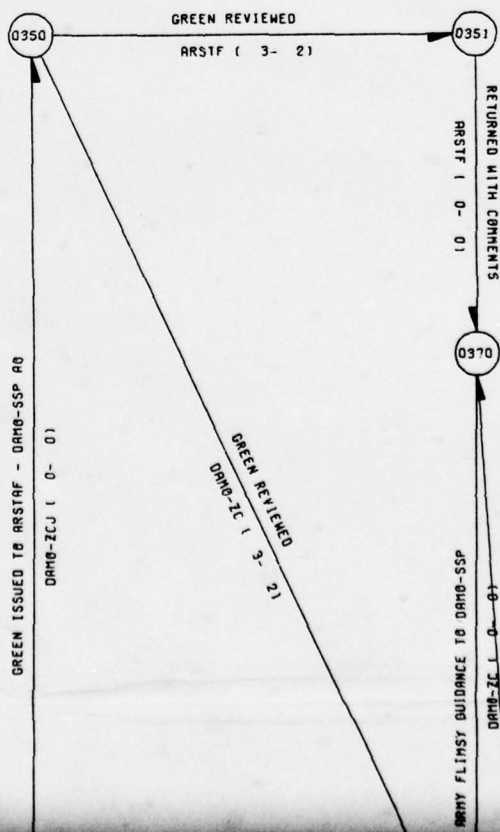
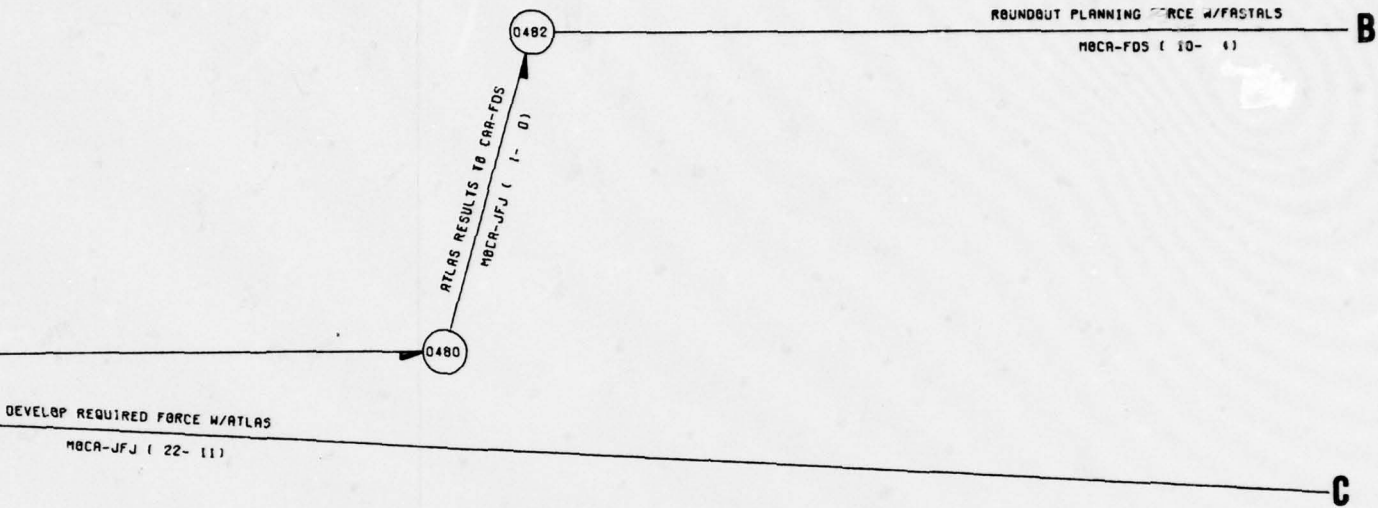


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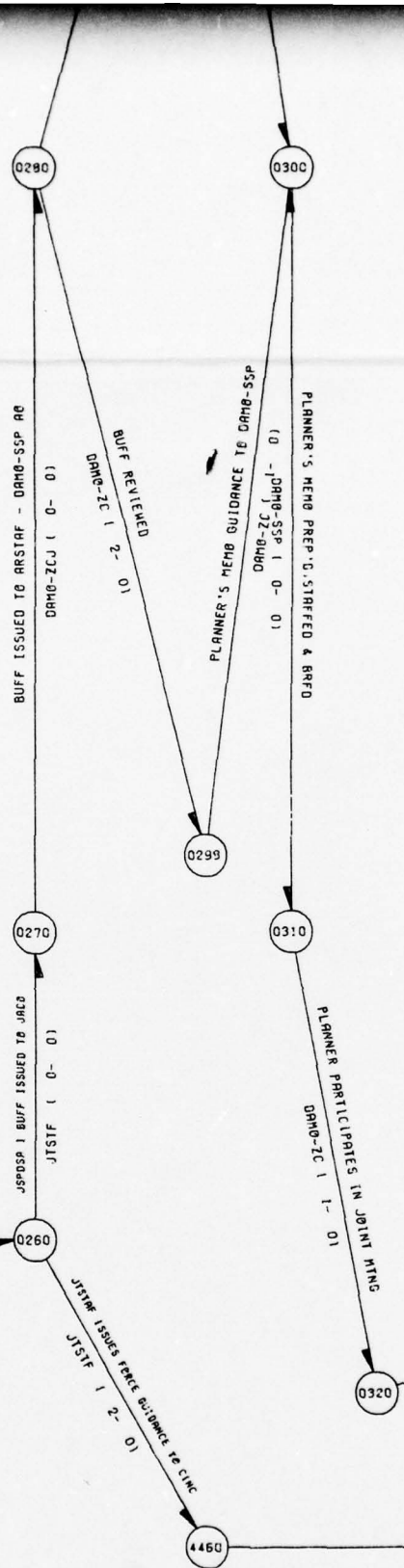
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MASTER PLANNING PROCESS CY 78

NETWORK A

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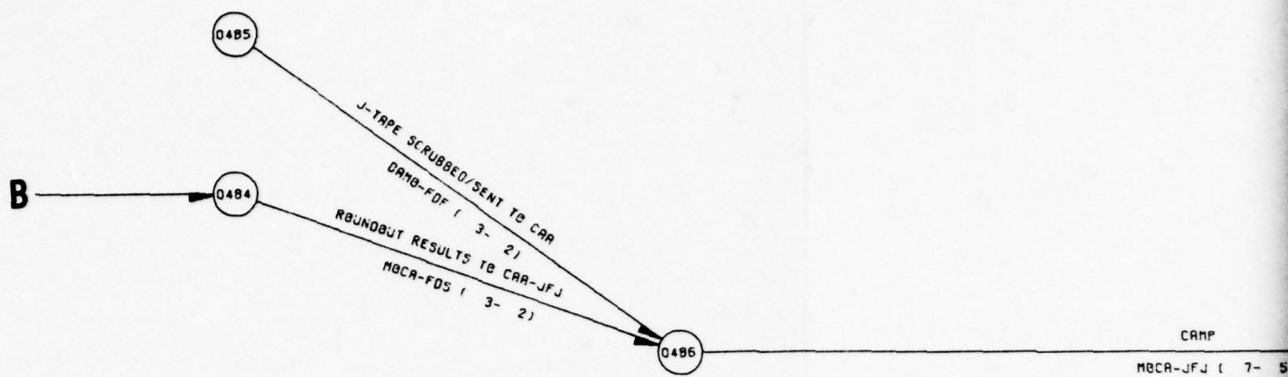
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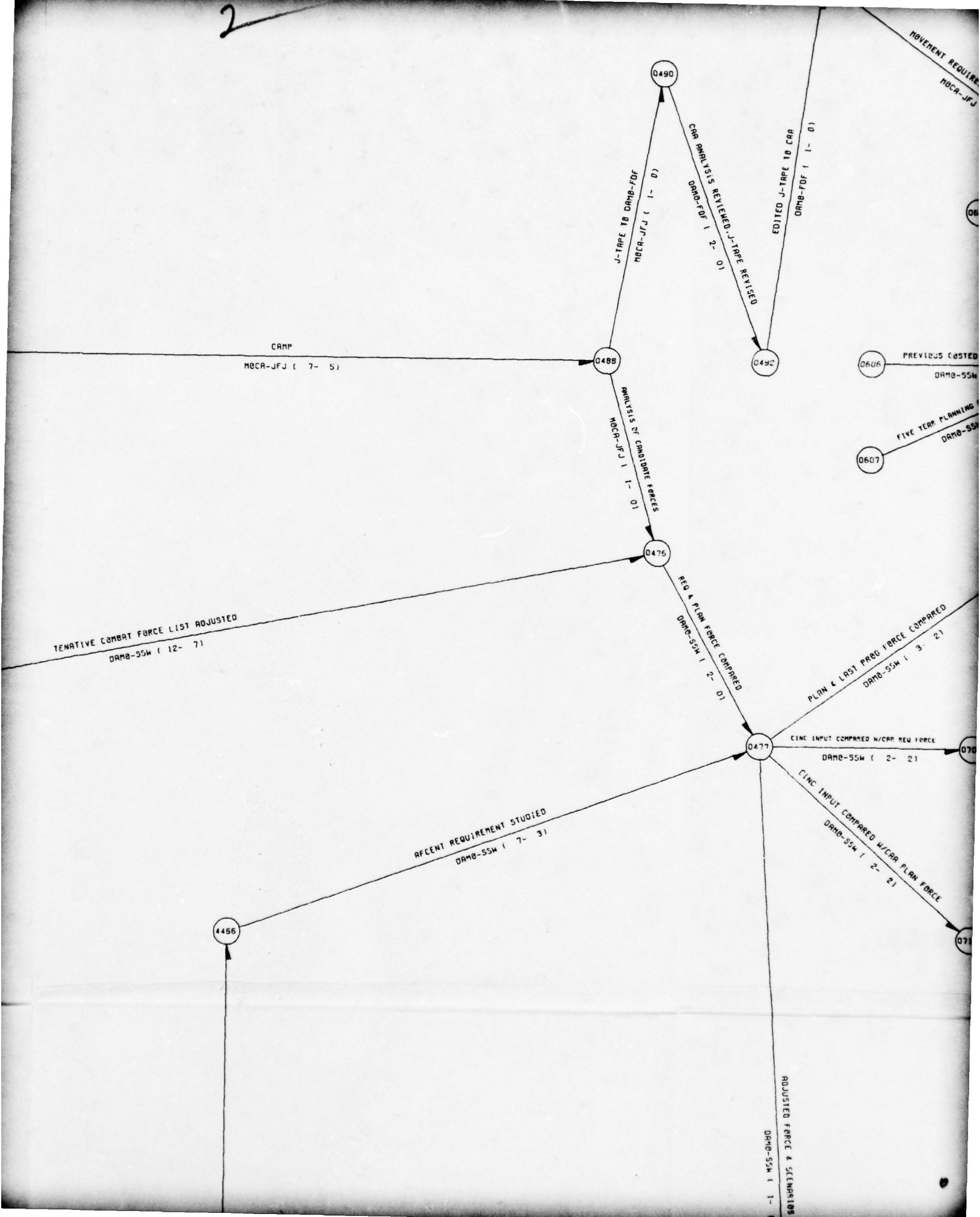
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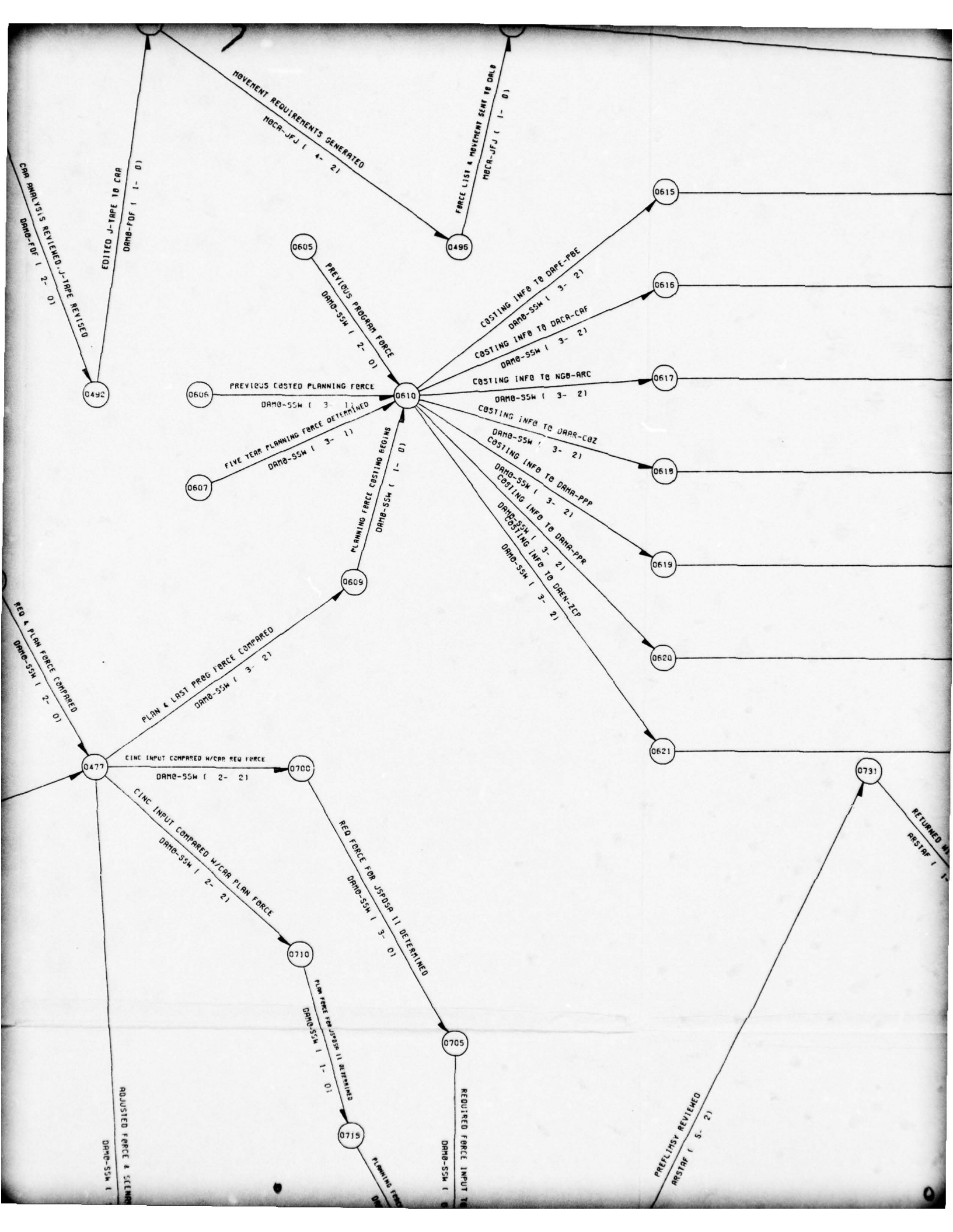
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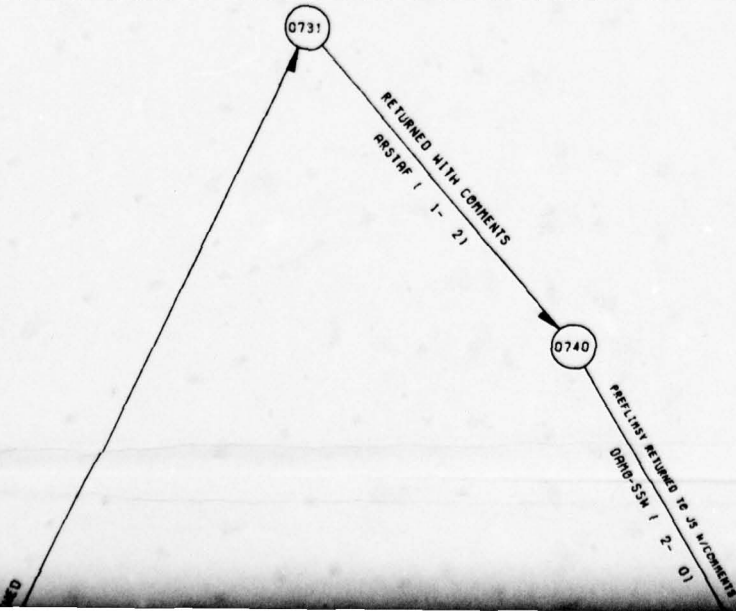
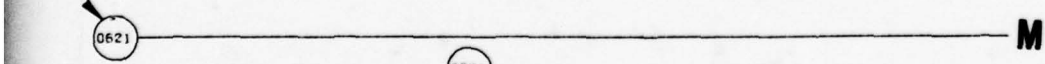
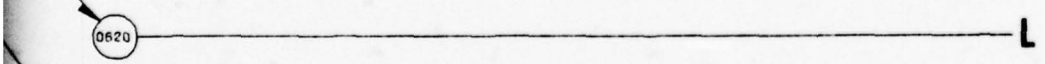
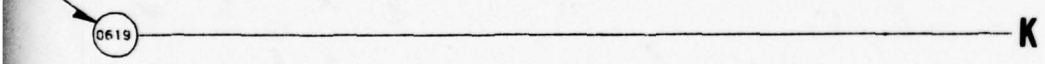
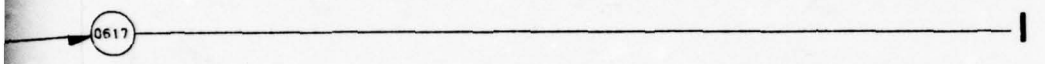
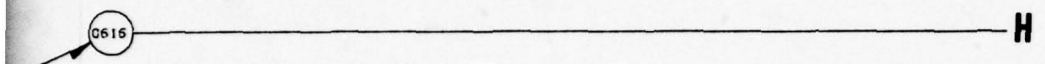
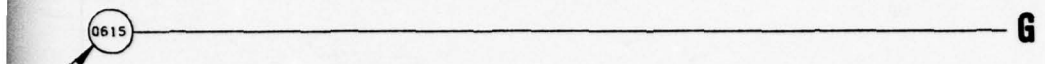
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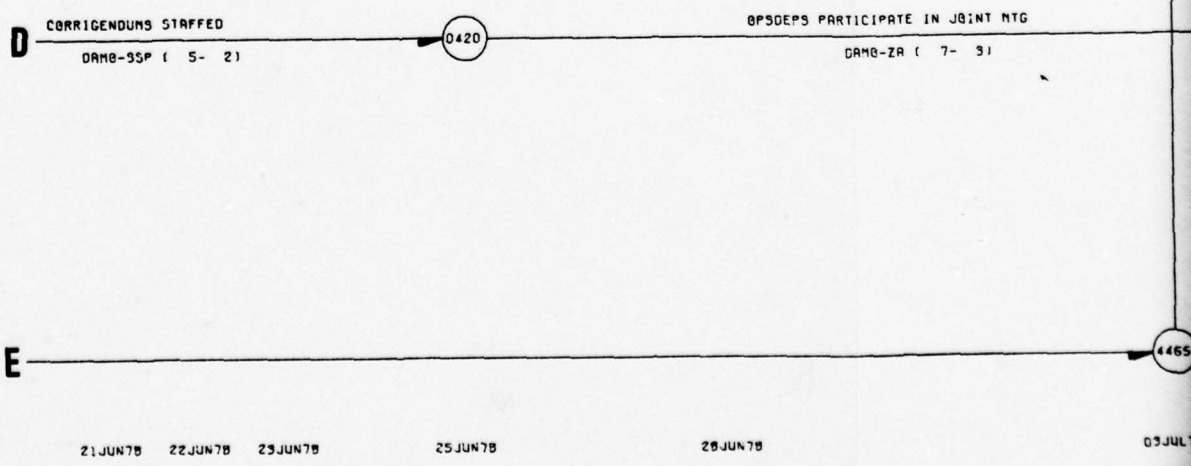
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ADJUSTED FORCE & SCENARIOS TO CAP
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DAMO-SSM RECEIVES ARMY COMPONENT
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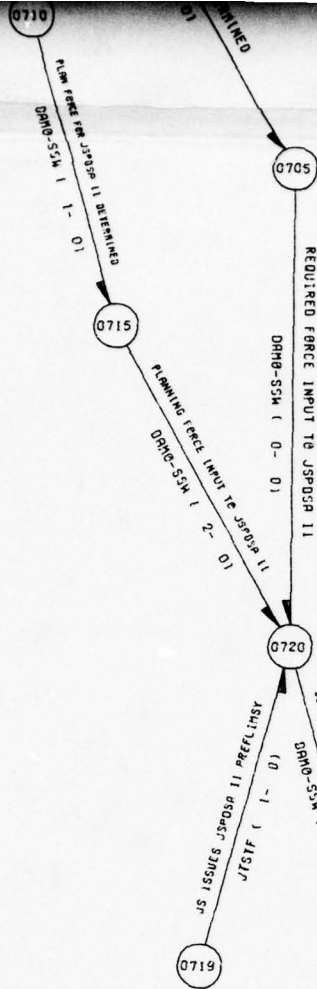
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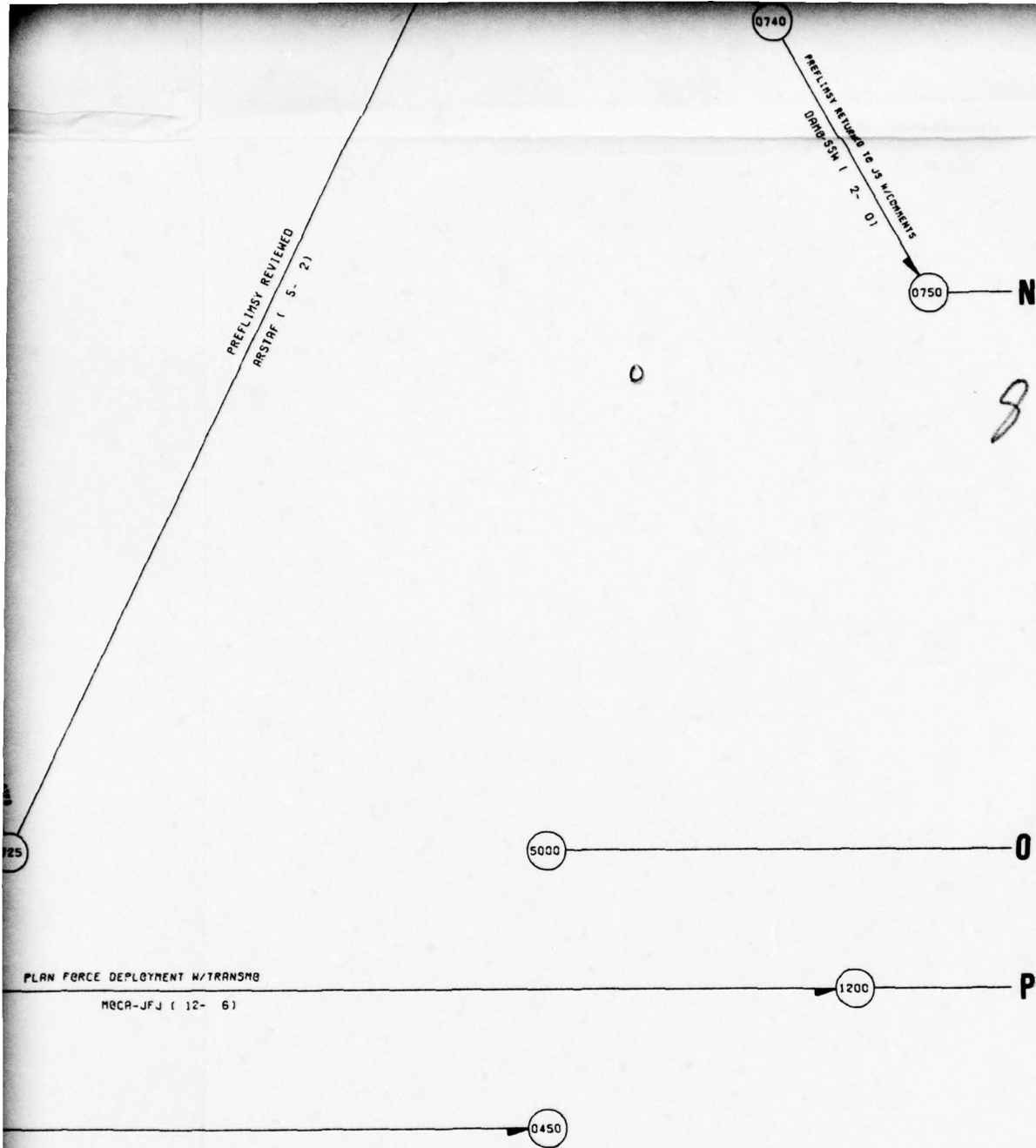
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PLANNING PROCESS CY 78

NETWORK A

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JUL 78

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25 JUL 78

31 JUL 78 01 AUG 78 02 AUG 78

F

MOVEMENT ANALYSIS ...
DALB-PLB (39- 17)

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QMA 4 FYDP COSTS DETERMINED
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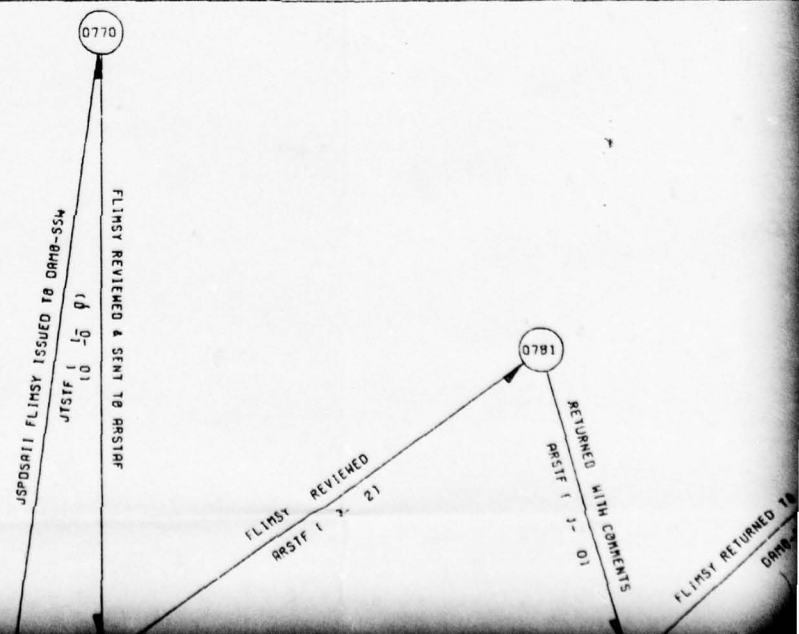
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DAMA-PPP (20- 8)

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DAMA-PPR (20- 8)

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MOVEMENT ANALYSIS ... REVIEWED
DALB-PLB (39- 17)

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0640

0628

0629

0630

0631

0781

FLIMSY REVIEWED
PRSTF (2- 21)

RETURNED WITH COMMENTS
PRSTF (1- 01)

0810

FLIMSY RETURNED TO JS W/ COMMENTS
DAMD-SSW (2- 21)

DAMD-SSW PARTICIPATES IN PG MEETINGS
DAMD-SSW (3- 01)

3

COSTS CONSOLIDATED

DACA-CAF (20- 9)

0850

FLIMSY 2 REVIEWED & SENT TO ARSTAF
DAMO-SSM (0- 0)

0940

D-SSM

FLIMSY 2 REVIEWED
ARSTF (4- 3)

0970

RETURNED WITH COMMENTS
ARSTF (1- 2)

FLIMSY 2 RETURNED TO JCS W/COMMENTS
DAMO-SSM (2- 0)

Q

0510

MOVEMENT ANALYSIS SENT TO JA
DALB-PLB (D- 1)

0500

4

R

3

0890

DRMG-SSW PARTICIPATES IN HQ MEETING-
DAM--SSII (2- 0)

0870

RETURNED WITH COMMENTS
ARSTF (1- 2)

FLINTY 2 RETURNED TO JS W/COMMENTS
DRMG-SSW (2- 0)

5

N FLIMSY PREPARED
JTSTF (6- 2)

0750

0750

0800

USOAS/II FLIMSY

JTSTF

TO ARSTAF

FLIMSY REVIEWED
ARSTF (3- 2)

RETURNED WITH COMMENTS
ARSTF (1- 0)

FLIMSY RETURNED
DM

0

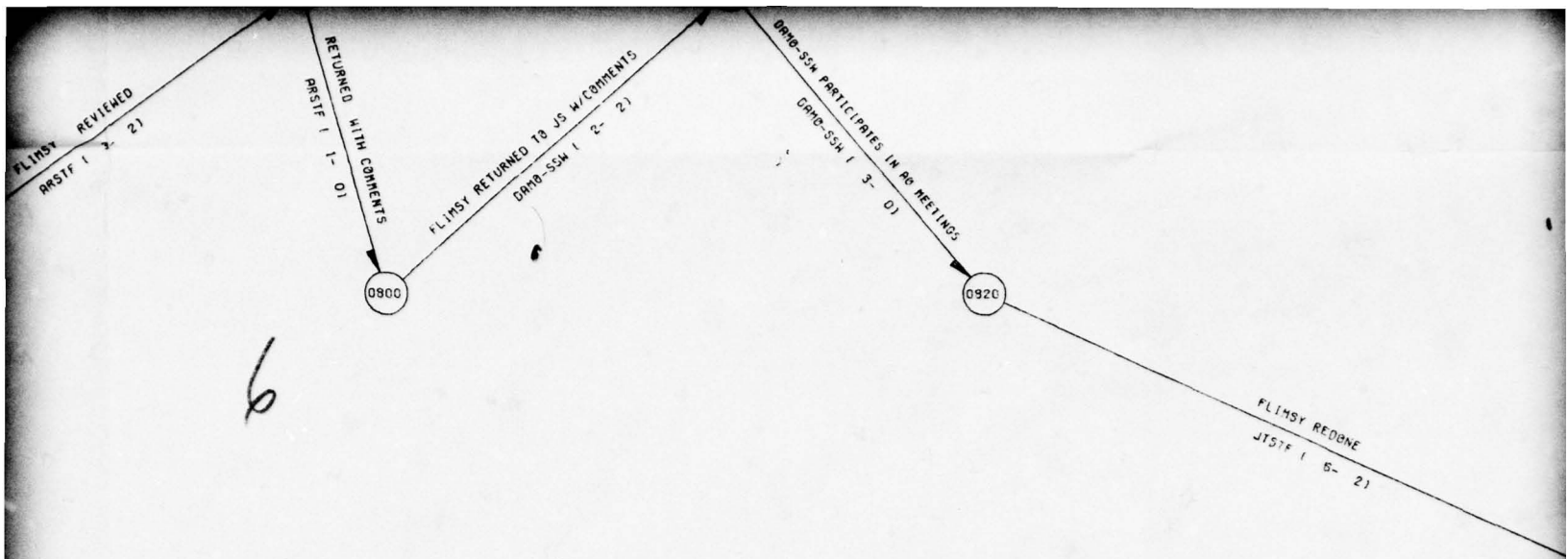
P

PLAN FORCE CAPABILITY ANAL W/ATLAS

MOCA-JFJ (23- 8)

10AUG78 11AUG78

16AUG78 17AUG78



ARSTAF DEV/SENDS JSPO OUTLINE FOR JS
CONSIDER'N (33- 15)

PLAN FORCE CAPABILITY ANAL W/ATLAS
MOCA-JFJ (23- 8)

16AUG78 17AUG78

21AUG78 22AUG78

24AUG78

7

FLIMSY REDONE
JTSTF (5- 2)

0940

JSPSRII FLIMSY 2 ISSUED TO GAMB-SSM
JTSTF (0- 0)

0930

0851

RETURNED WITH COMMENTS
PASIF (1- 2)

FLIMSY 2 RETURNED TO JS W/COMMENTS
DAMB-SSM (2- 0)

1210

WRITTEN ANALYSIS TO DCSPS
MOCR-JFJ (0- 0)

1220

015E78

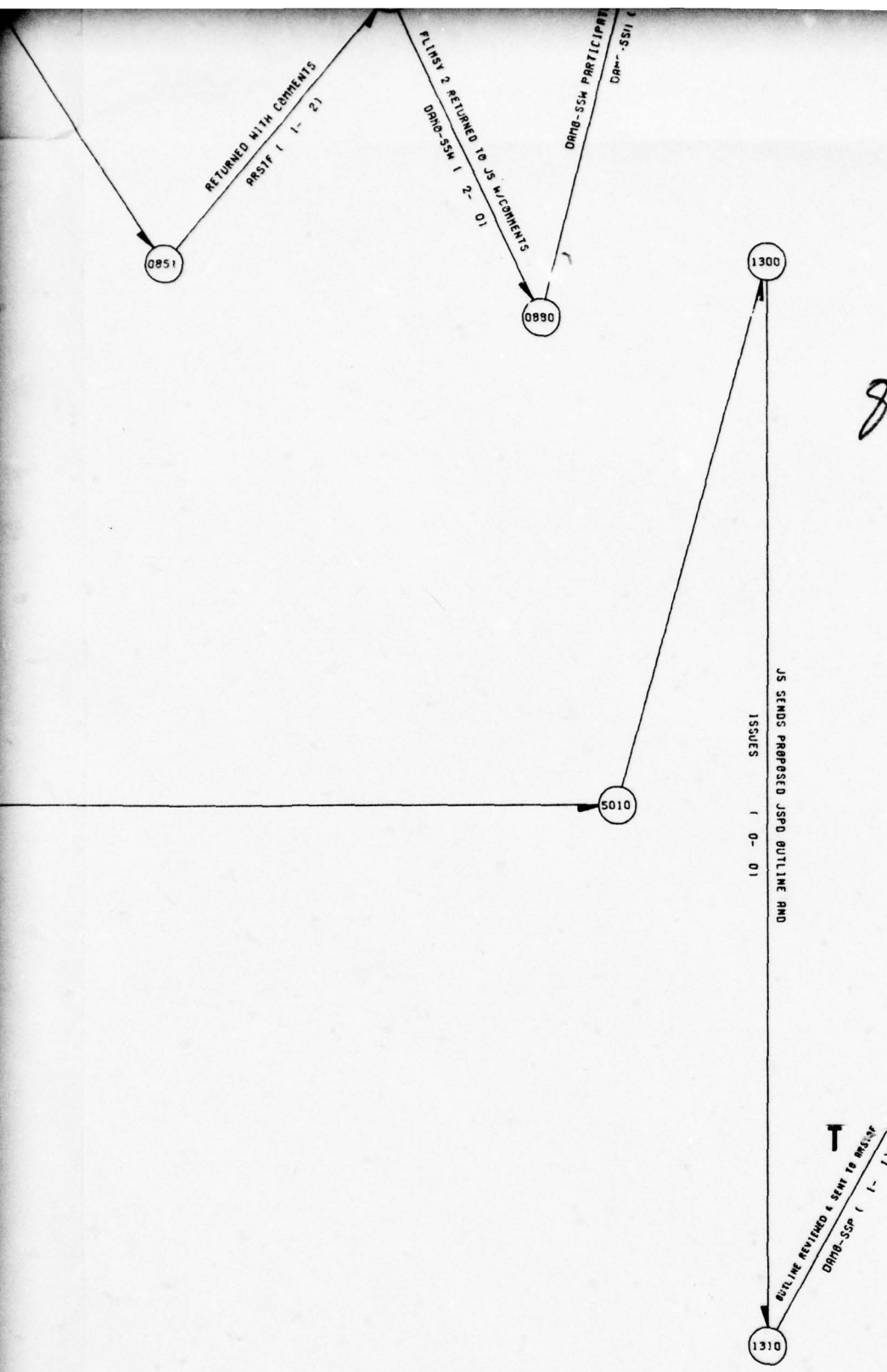
083E78

115E78

PROCESS CY 78

WORK A

4 of 7



09SEP78

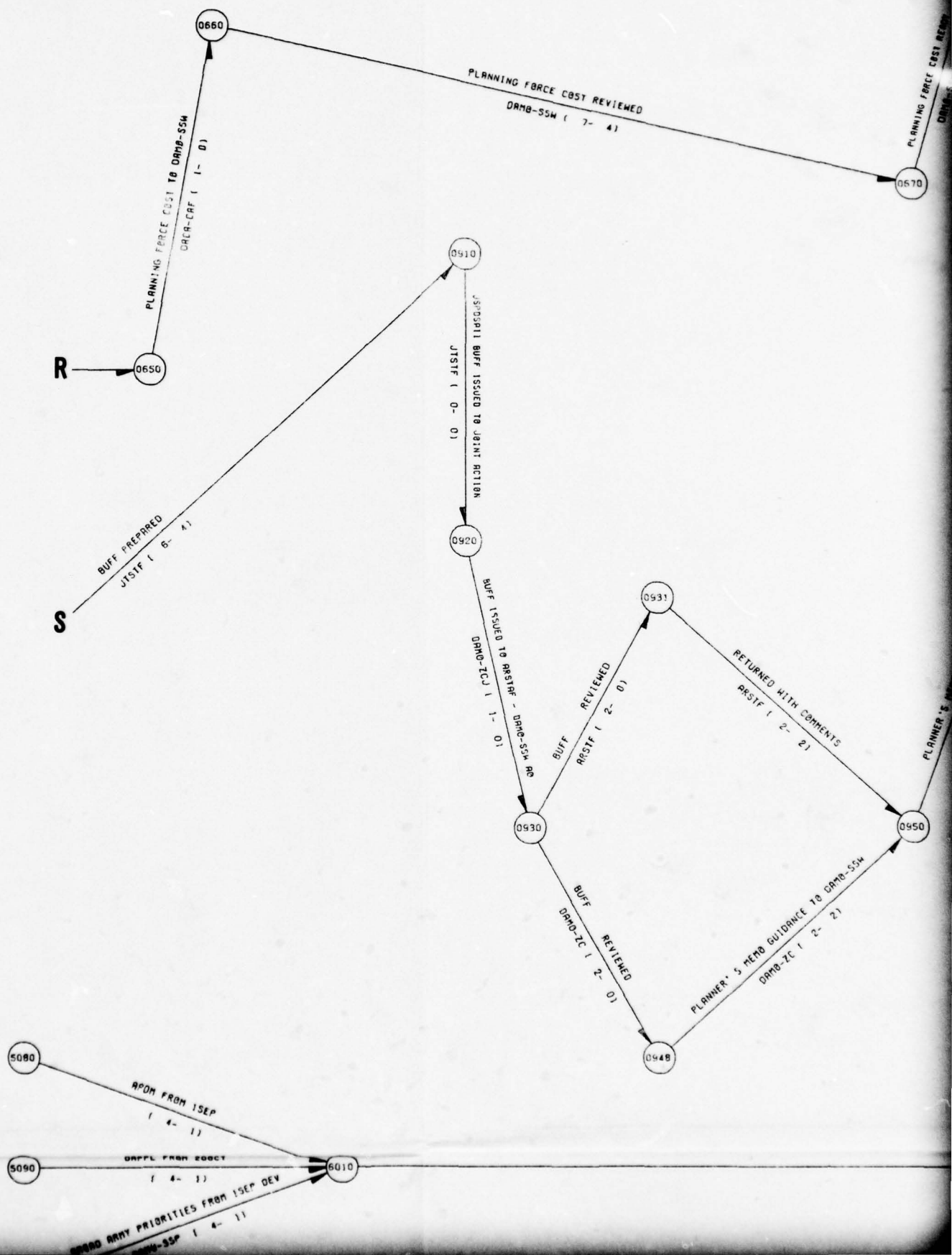
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13SEP78

14SEP78

15SEP78

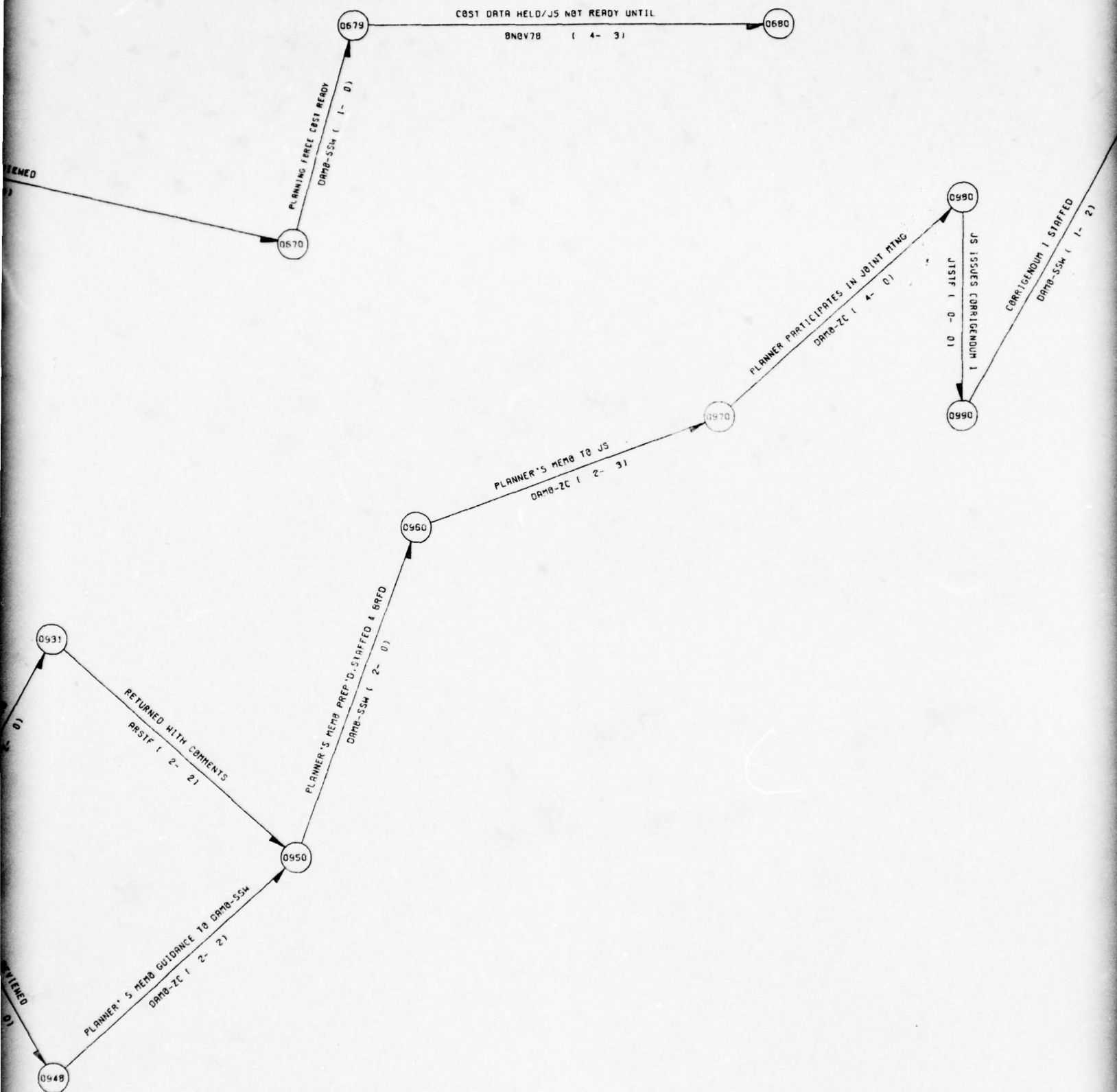
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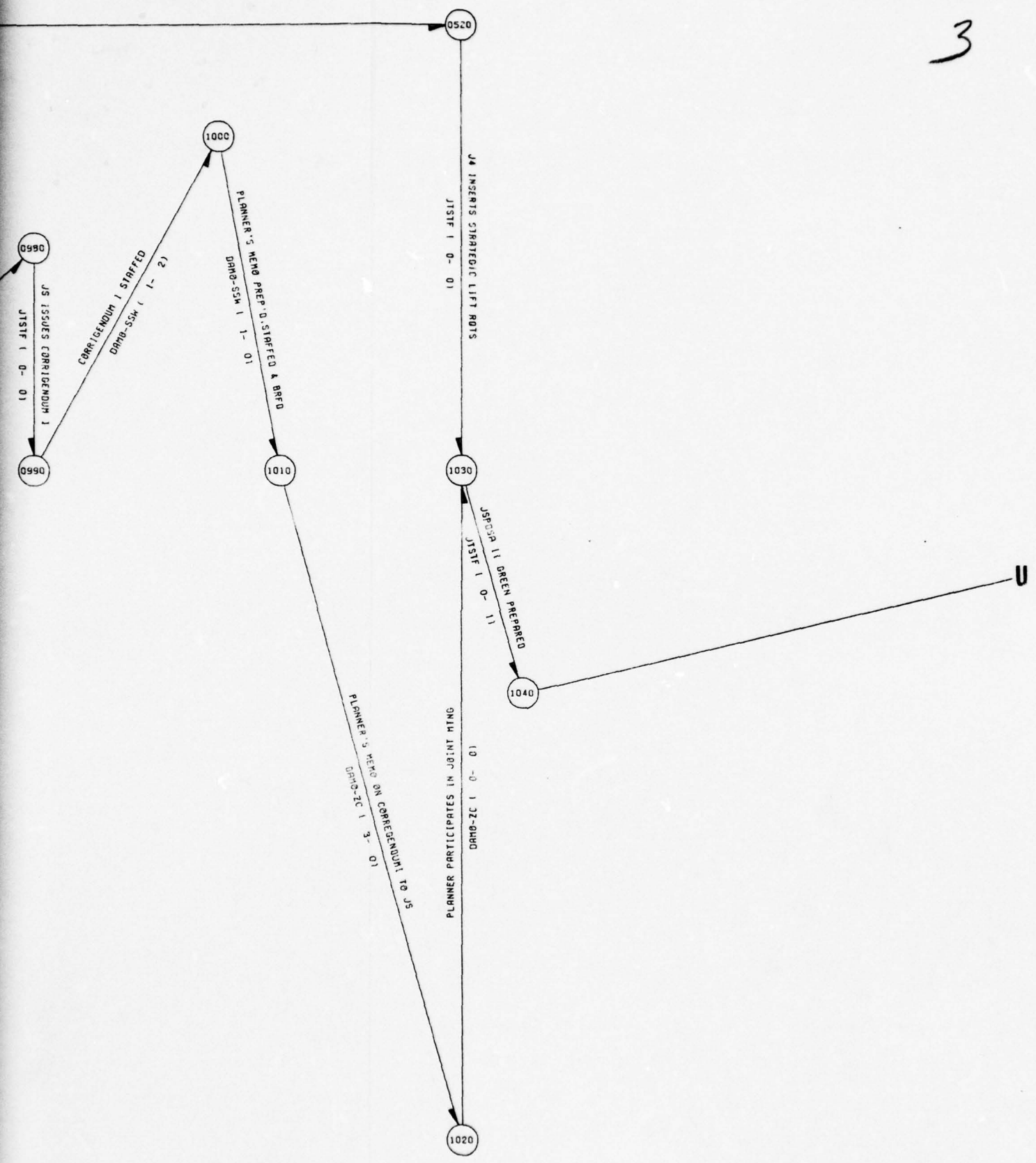
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J4 DETERMINES LIFT REQUIREMENTS

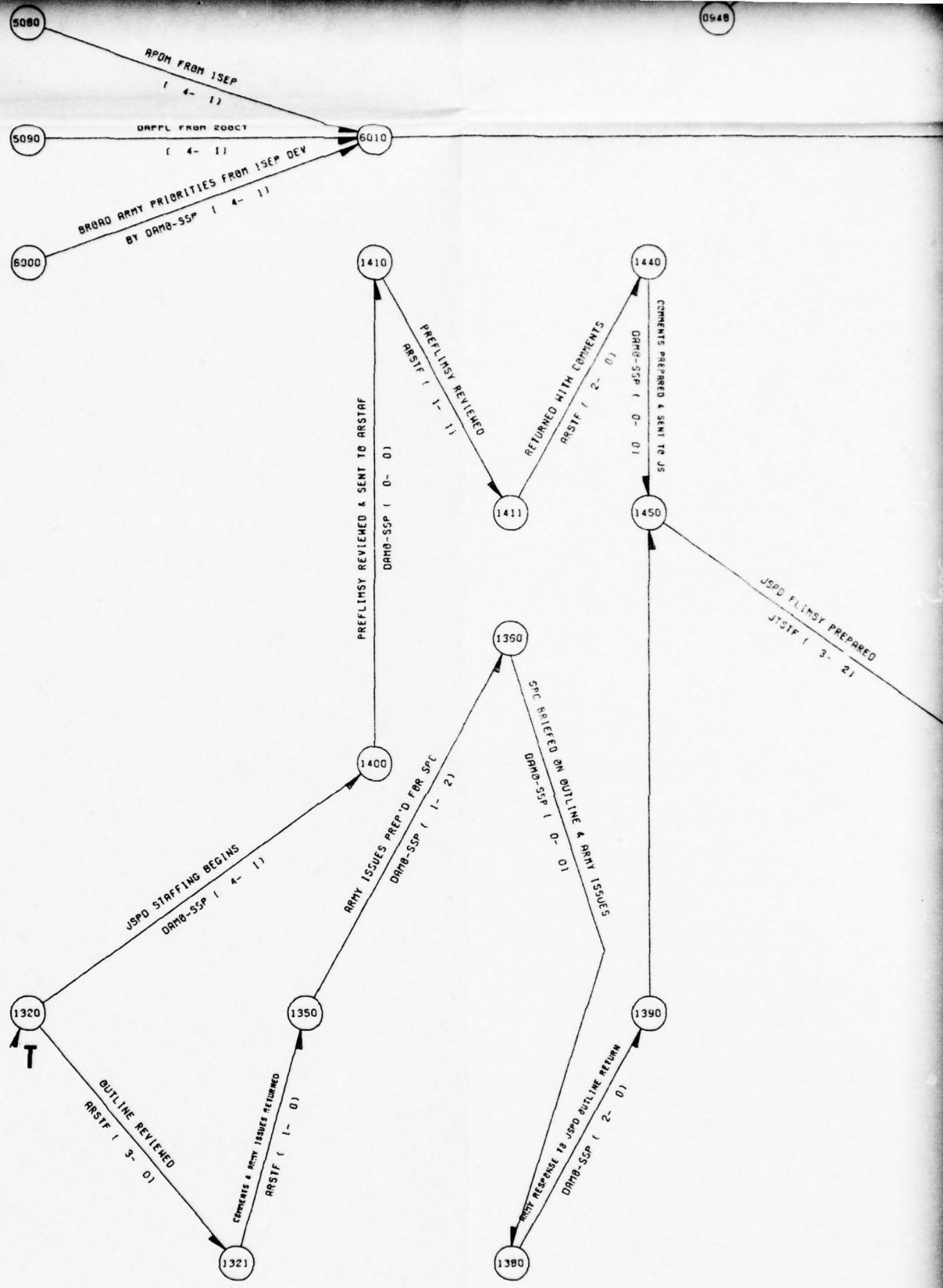
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3



4



18SEP78

20SEP78

21SEP78

22SEP78

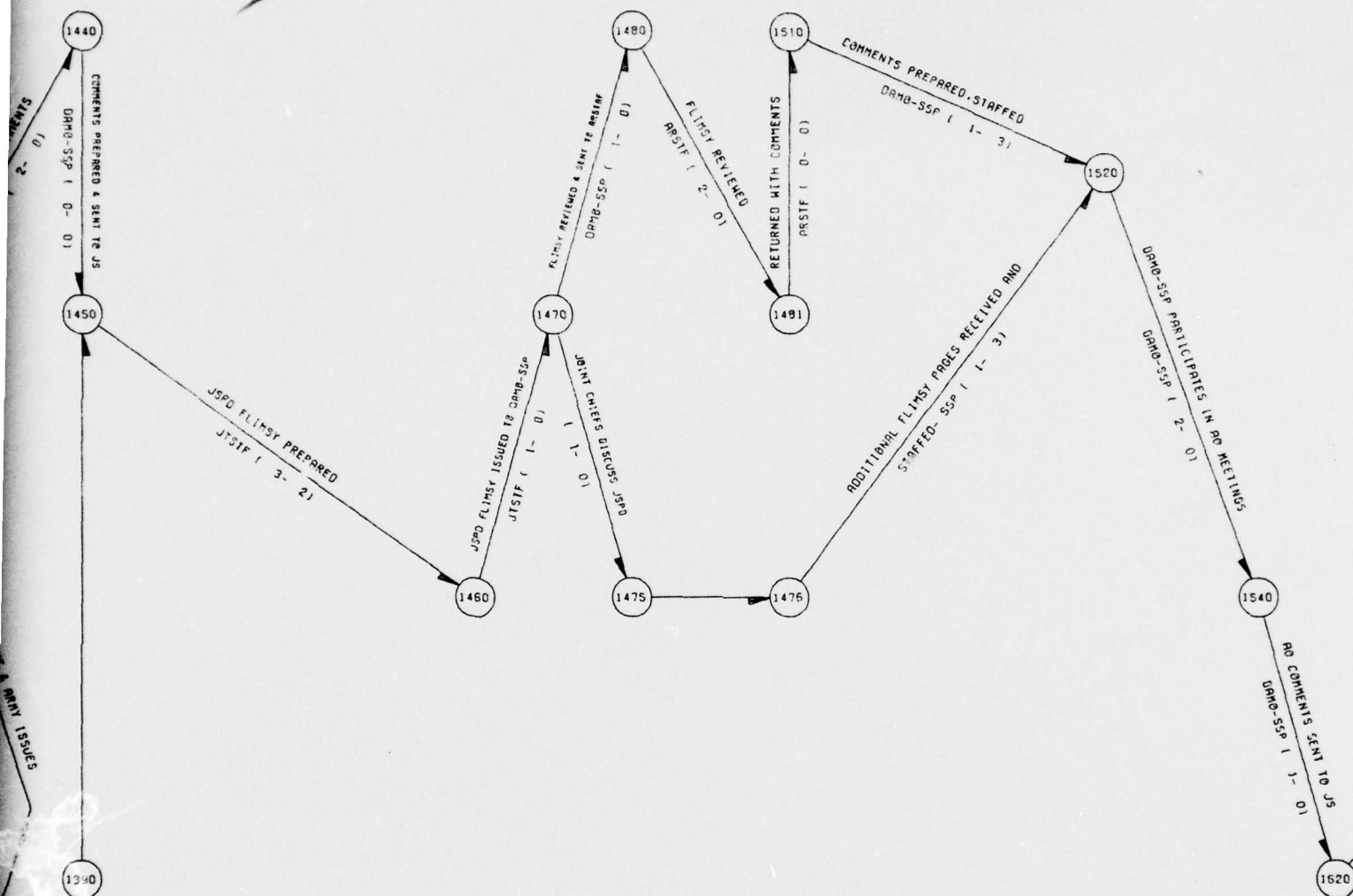
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25SEP78

26SEP78

27SEP78

28SEP78



27SEP78 28SEP78

02OCT78 03OCT78 04OCT78

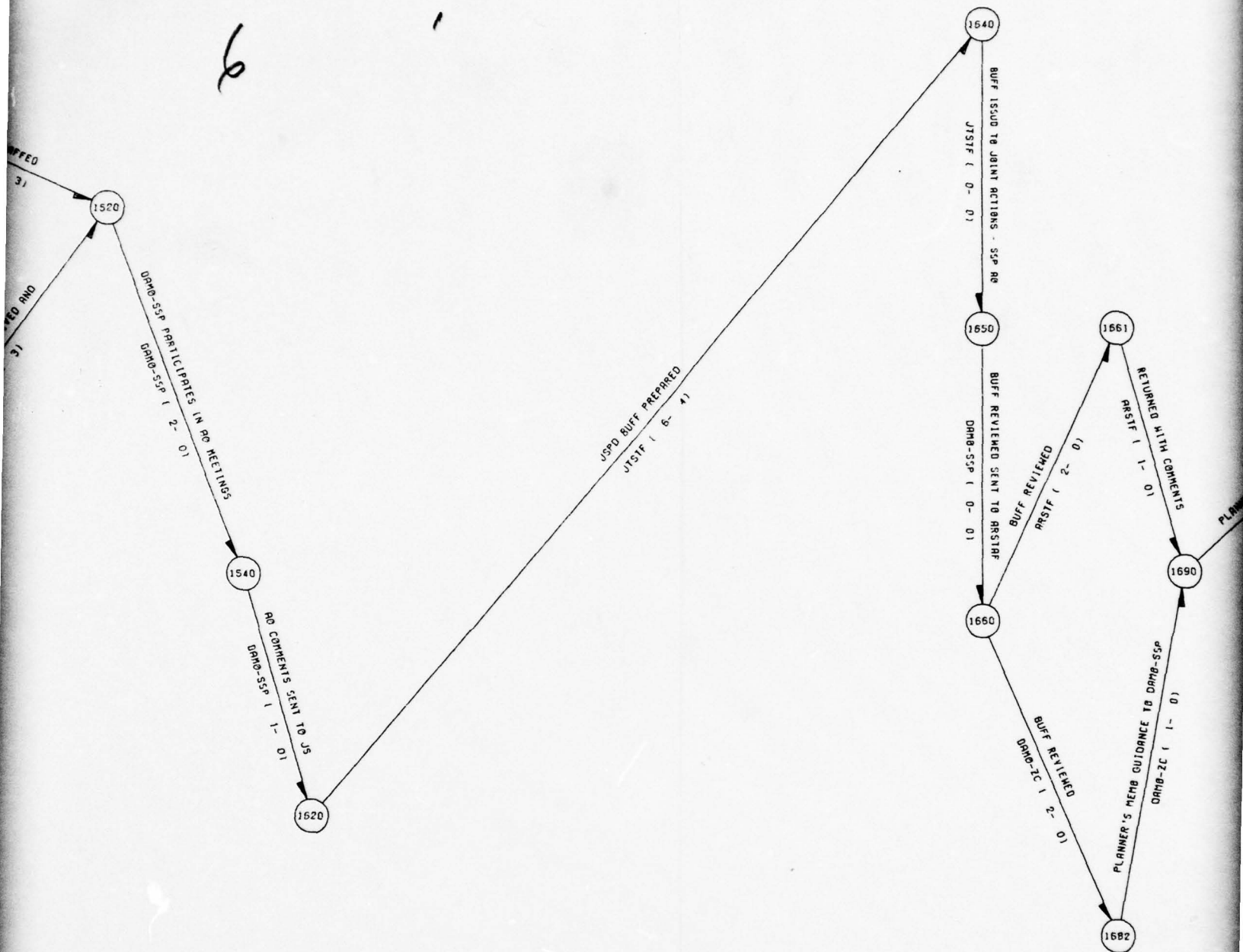
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09OCT78 10OCT78

12OCT78 13OCT78

MASTER PLANNING PROCESS CY 78

NETWORK A



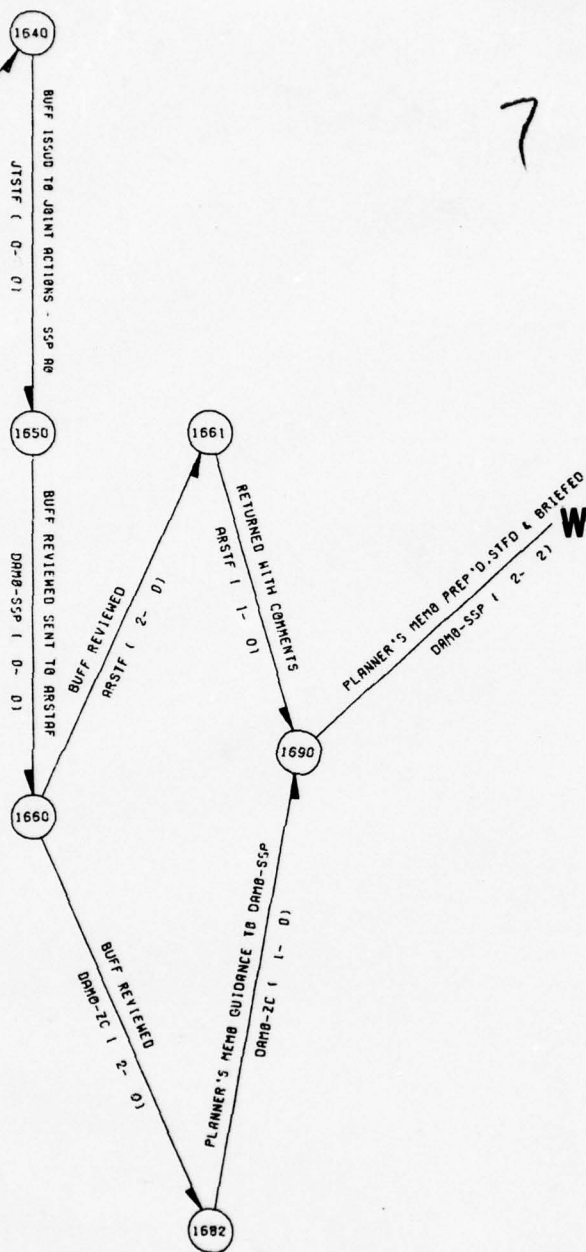
090CT78 100CT78 120CT78 130CT78 160CT78 170CT78 200CT78 210CT78 230CT78 250CT78 260CT78

PROCESS CY 78

A

7

7



1

SPECIAL PLANNER'S MEETINGS
JTSTF (21- 101)

U

7000

V

6

2

1050

WHITE OF GREEN PUBLISHED/ISSUE MEETS

CONTINUED (6- 3)

7000

CG & DPG ISSUES STAFFED

(13- 7)

6020

PAPPGH 10 FIELD
PRD (0- 0

3

WHITE OF GREEN PUBLISHED/ISSUE MEETS

CONTINUED (6- 3)

1060

JSPDSR II ENDED FEB 79

(4- 2)

106A

7020

ARMY POSITION ON ISSUES SENT TO OSD

(0- 01)

7010

1920

V

4



300CT70

01N0V70

03N0V70

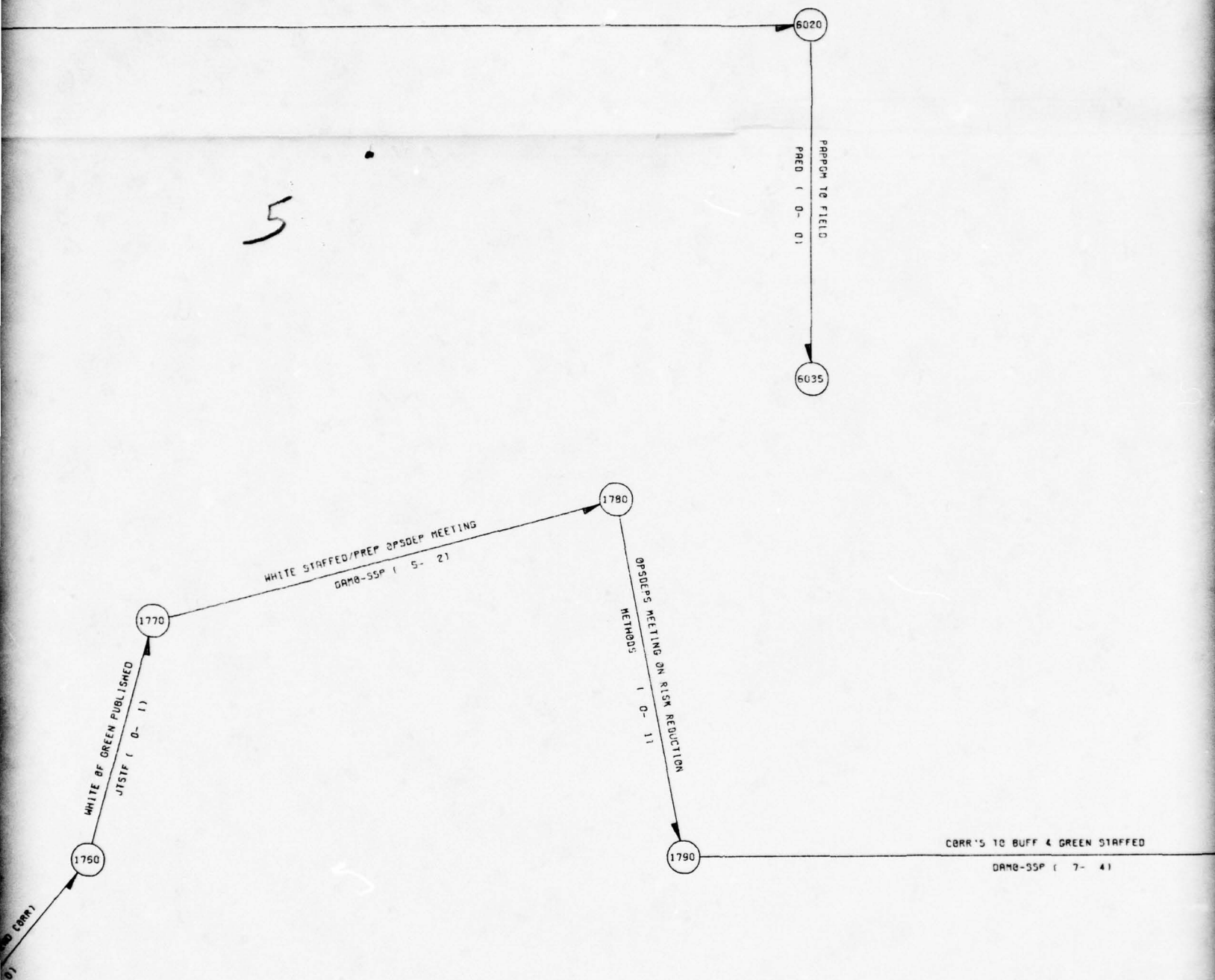
04N0V70

06N0V70

09N0V70

10N0V70

5



09NOV78 10NOV78

17NOV78 19NOV78

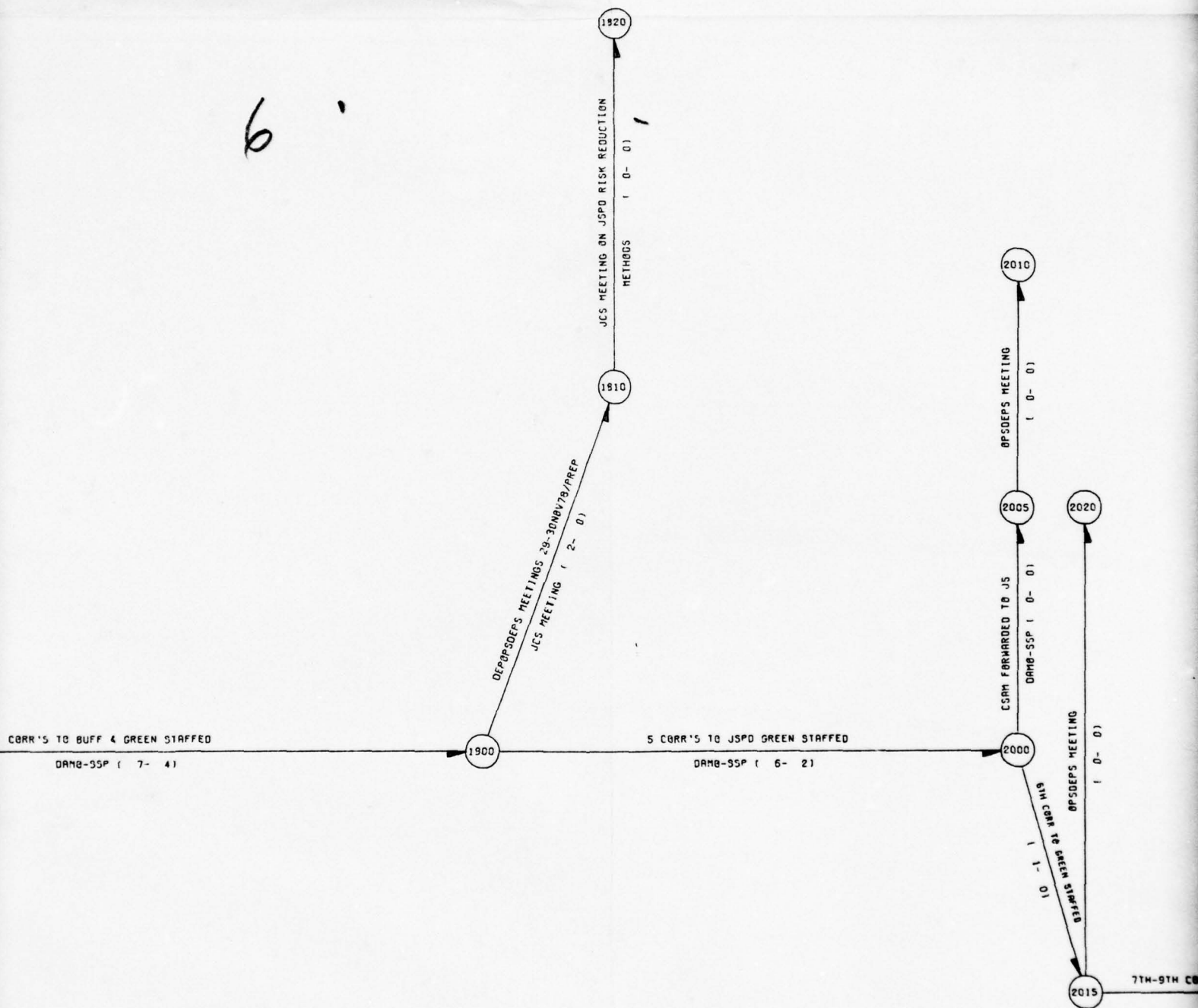
20NOV78 21NOV78

MASTER PLANNING PROCESS CY 78

NETWORK A

Page 6 of 7

6

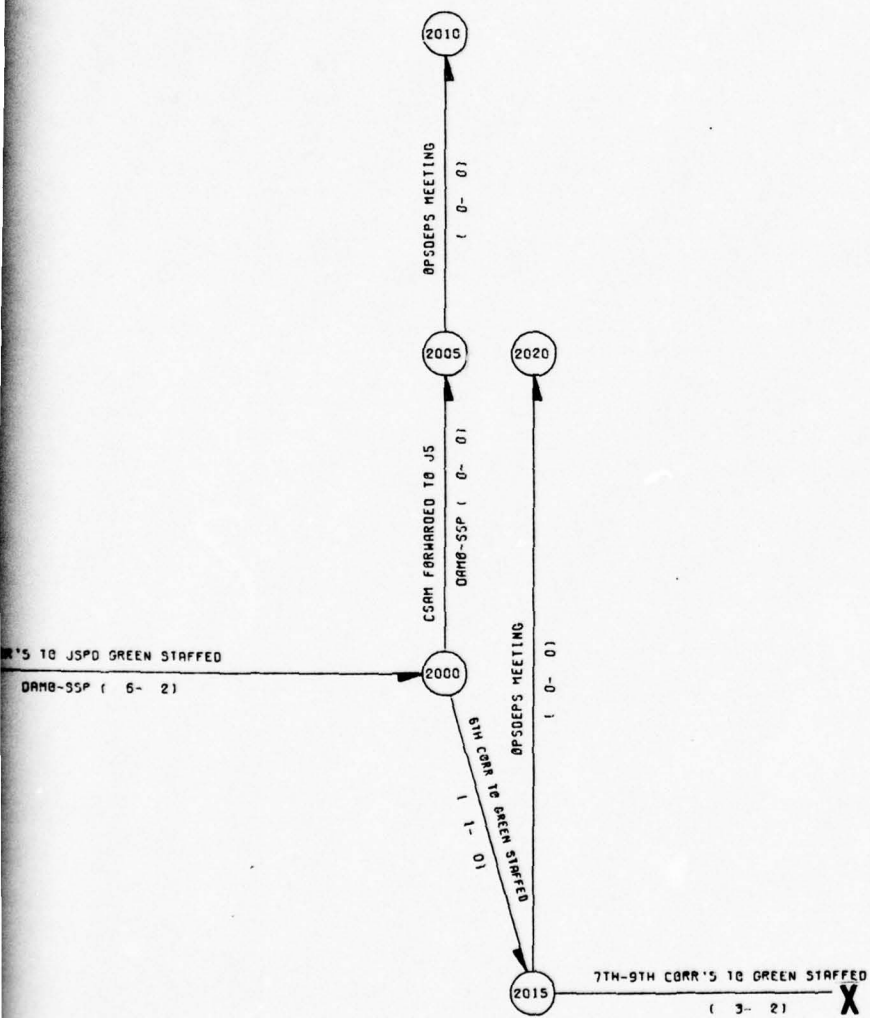


29NOV78 30NOV78 01DEC78

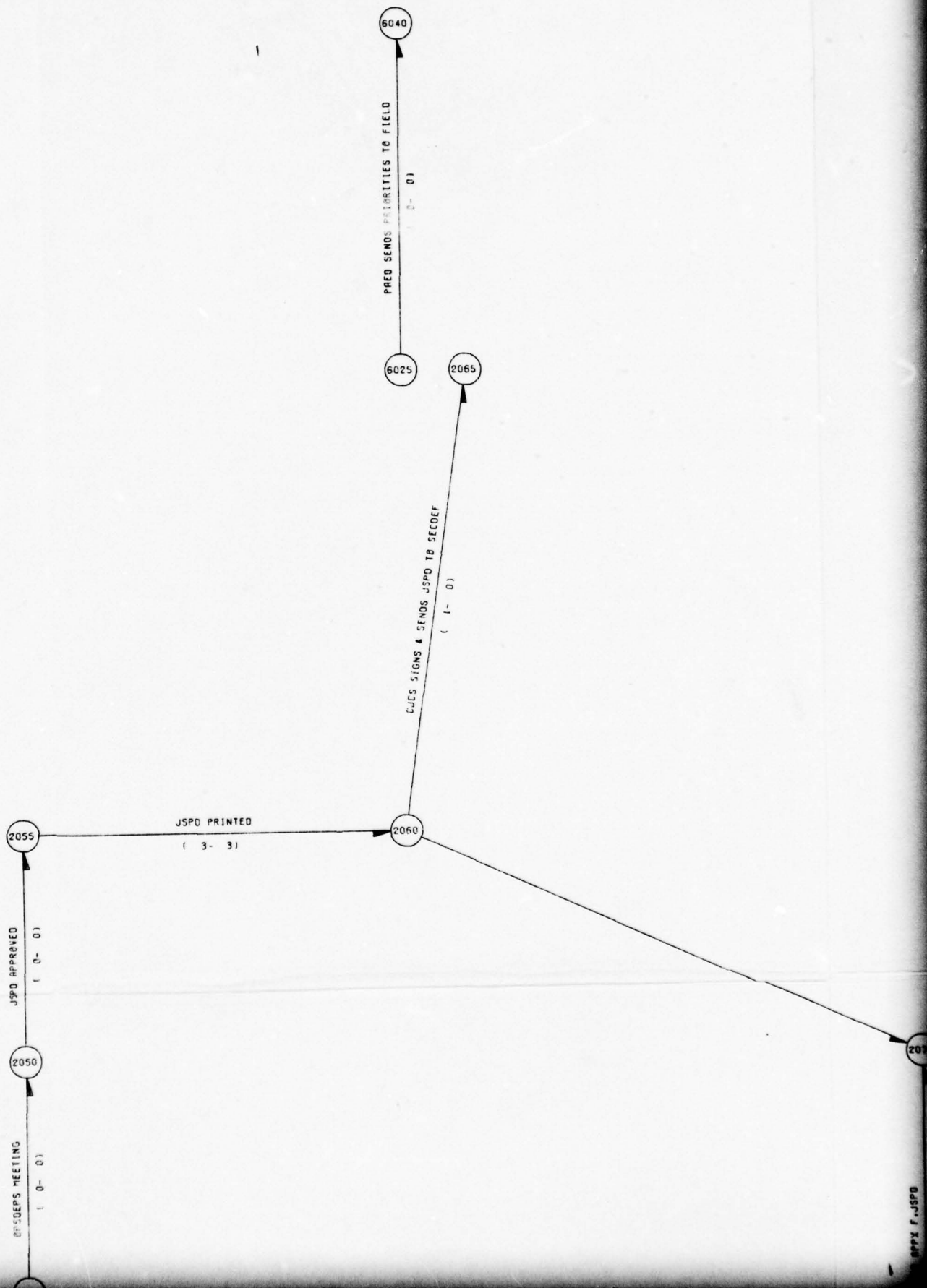
06DEC78 07DEC78 08DEC78

SS CY 78

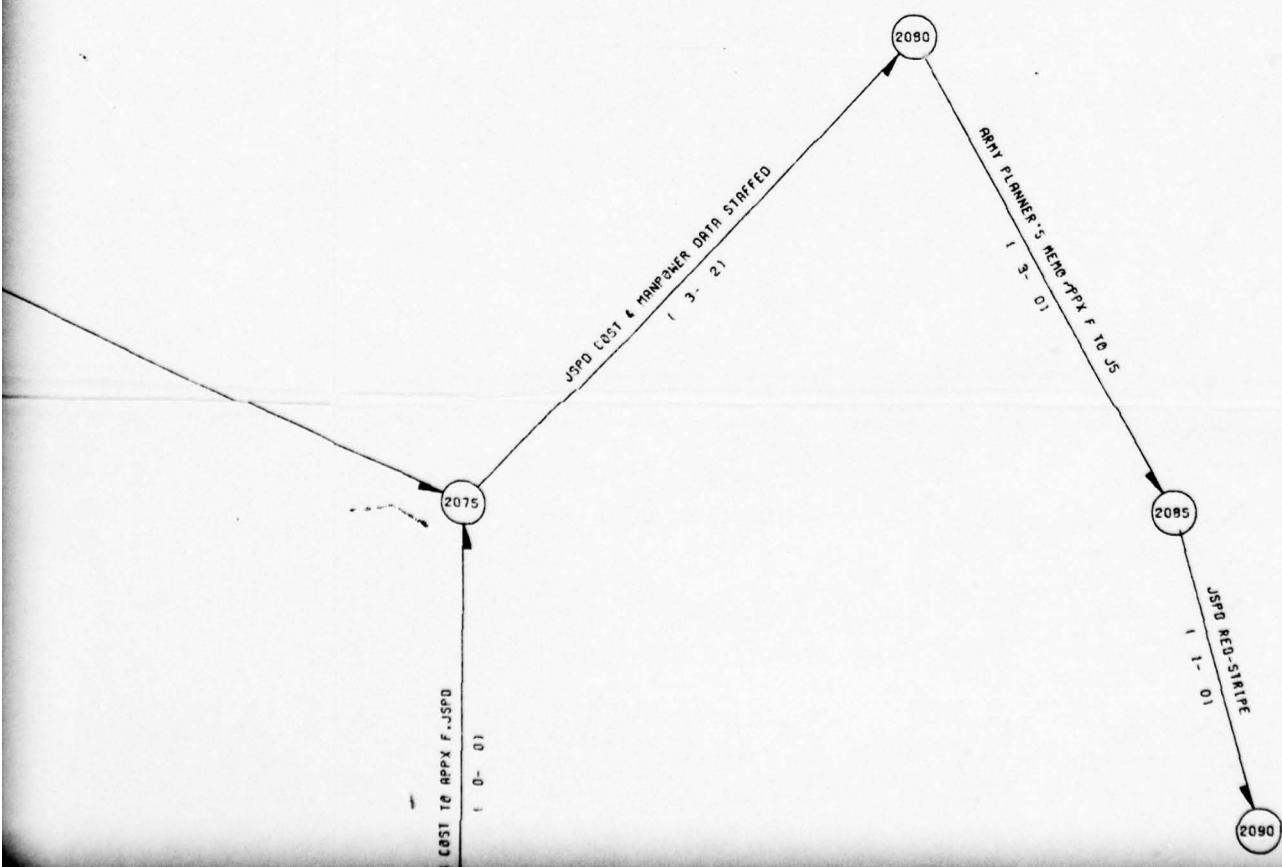
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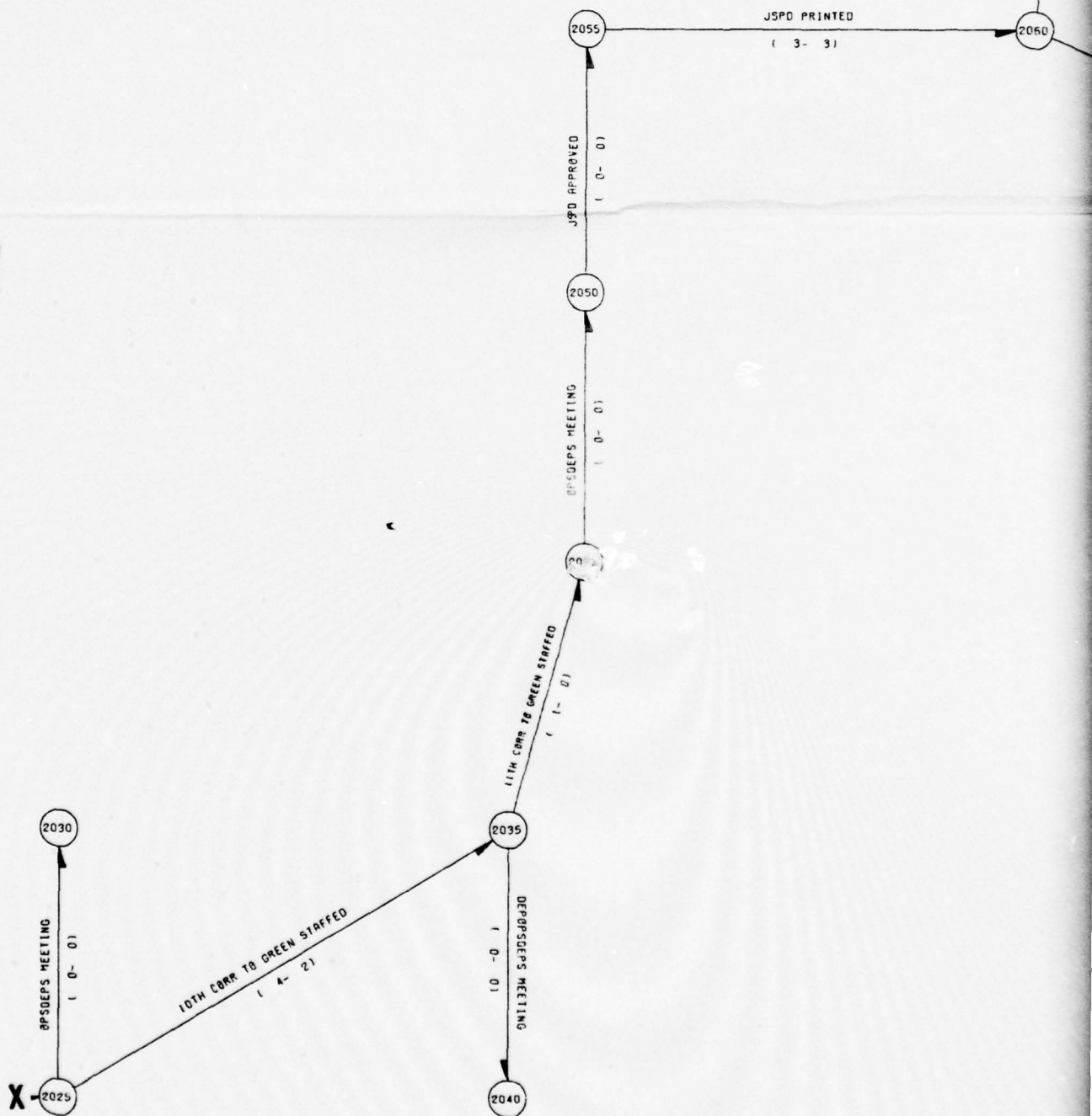
06DEC78 07DEC78 08DEC78



2



3



13DEC78

19DEC78 20DEC78

26DEC78 27

MASTER

JSPD PRINTED
(3- 3)

EJCS SIGNS & SENDS JSPD TO
(1- 0)

2060

4

2075

JSPD COST & MANPOWER DATA STAFFED
(3- 2)

J5 INSERTS COST TO APPX F. JSPD
BUFF (0- 0)

2074

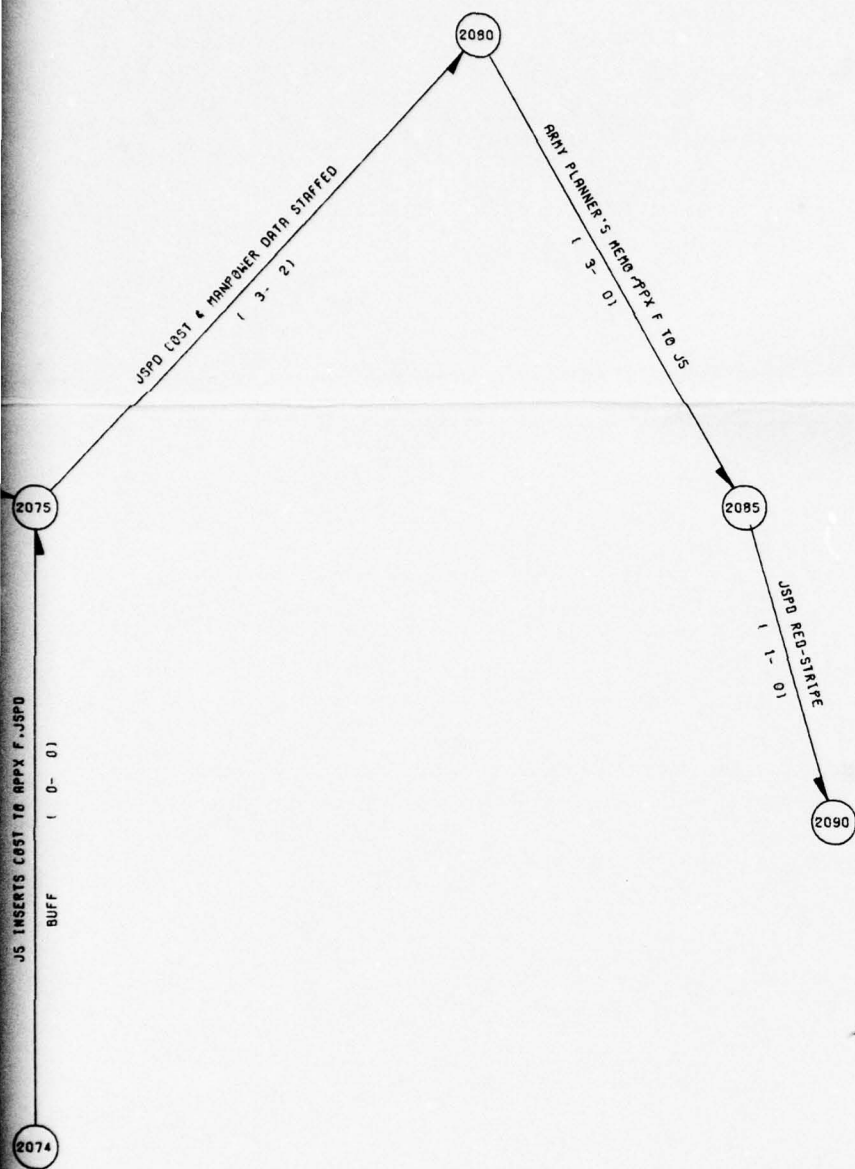
260EC78 270EC78

03JAN79

05JAN79

MASTER PLANNING PROCESS CY 78

NETWORK A



03JAN79

05JAN79

11JAN79 12JAN79

NETWORK

Network B

JSPDSA I Development Process Projection CY 79

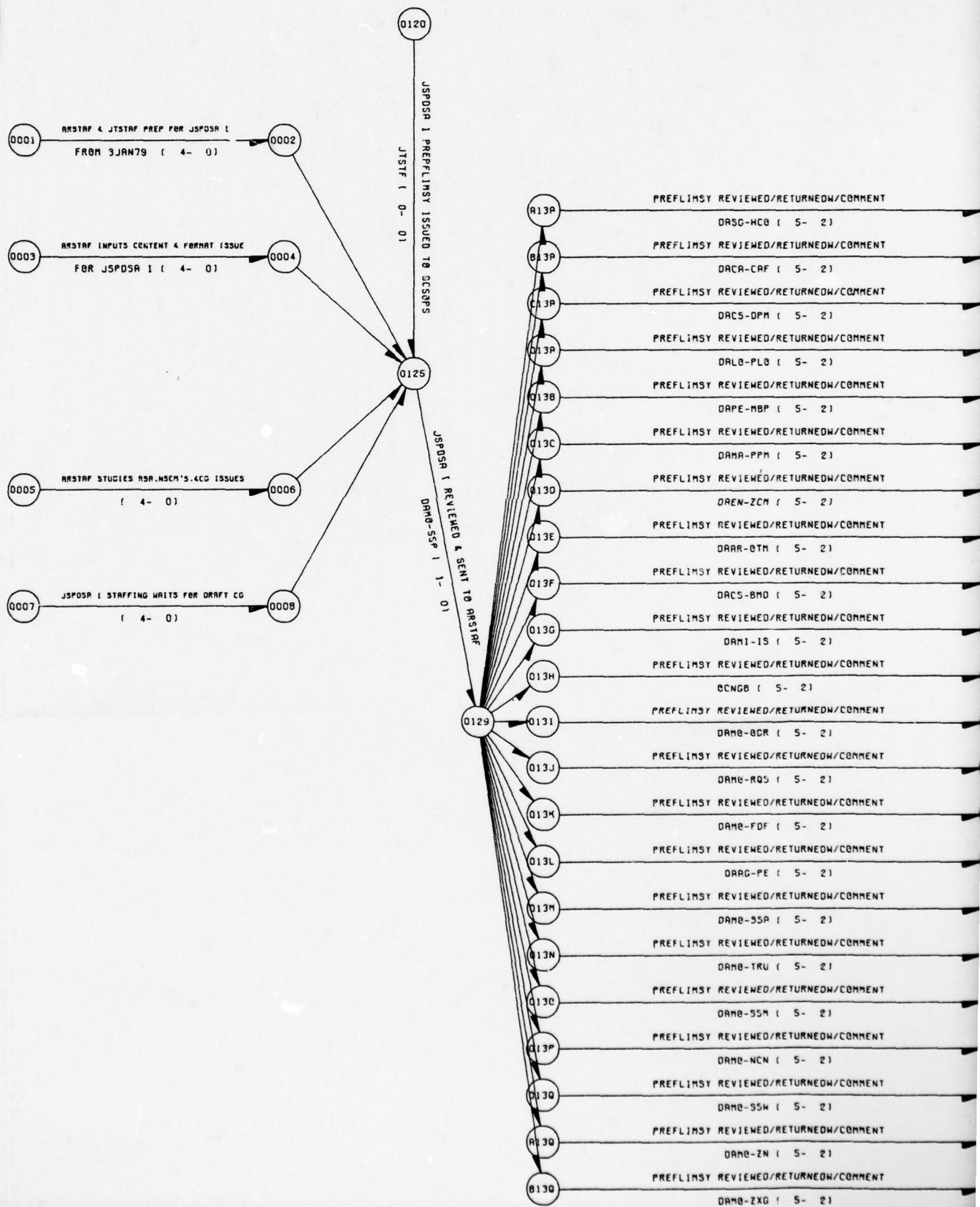
PURPOSE. The process develops Army proposals for input to JSPDSA I.

DESCRIPTION. The dates associated with events are displayed anticipating a completion date of 15 March 1979. The process as described in the network follows the joint review and coordination procedures. ARSTAF participation down to division level is displayed. The process begins with the publication of the draft CG in January and ends in March. ODCSOPS (Strategic Plans and Policy Division) is the Army point of contact.

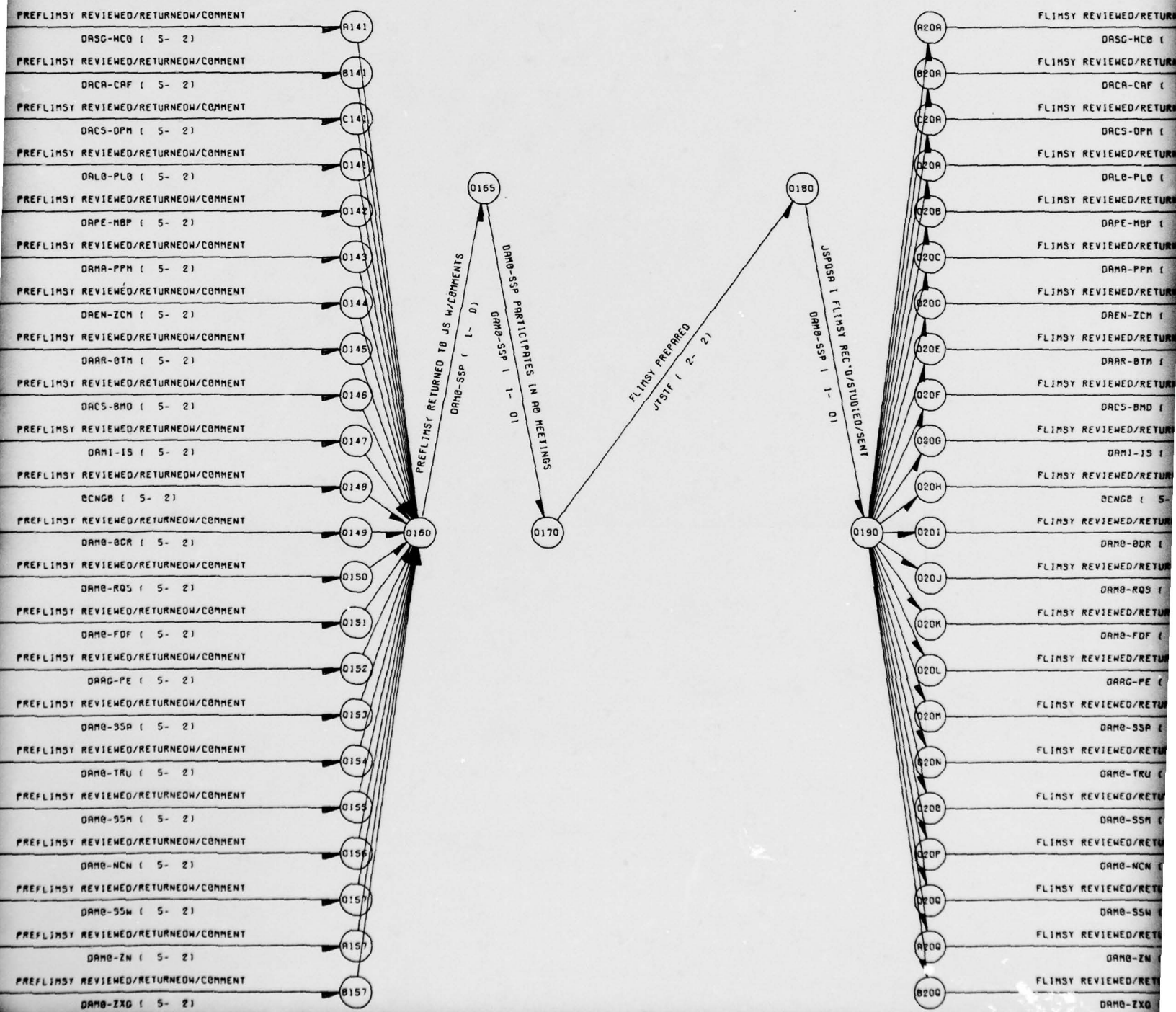
CRITICAL MILESTONE. The critical milestone is the draft CG in January.

LINKAGE TO OTHER NETWORKS. The output of JSPDSA I initiates the JSPDSA II Analyses Process (Network C).

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2



2. 2)



4

	PREFLISTY REVIEWED/RETURNEDW/COMMENT
013M	DAMB-FDF (5- 2)
013L	PREFLISTY REVIEWED/RETURNEDW/COMMENT
	DARG-PE (5- 2)
013M	PREFLISTY REVIEWED/RETURNEDW/COMMENT
	DAMB-SSP (5- 2)
013N	PREFLISTY REVIEWED/RETURNEDW/COMMENT
	DAMB-TRU (5- 2)
013C	PREFLISTY REVIEWED/RETURNEDW/COMMENT
	DAMB-SSM (5- 2)
013P	PREFLISTY REVIEWED/RETURNEDW/COMMENT
	DAMB-NCN (5- 2)
013Q	PREFLISTY REVIEWED/RETURNEDW/COMMENT
	DAMB-SSW (5- 2)
013Q	PREFLISTY REVIEWED/RETURNEDW/COMMENT
	DAMB-ZN (5- 2)
013Q	PREFLISTY REVIEWED/RETURNEDW/COMMENT
	DAMB-ZXG (5- 2)

JSP1

PBC LIST MAY CHANGE DEPENDING ON
ISSUES (6- 2)

08JAN79

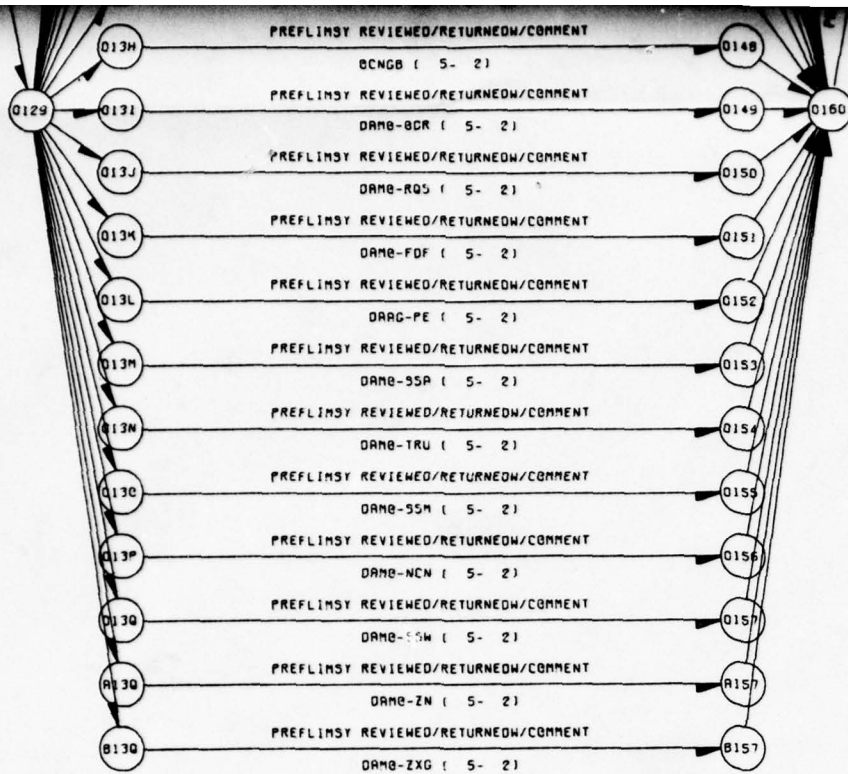
12JAN79

14JAN79

15JAN79

16JAN79

JSPDSA I DEV



JSP1 — PDC LIST MAY CHANGE DEPENDING ON — JSP2

ISSUES (6- 2)

5

4JAN79 15JAN79 16JAN79

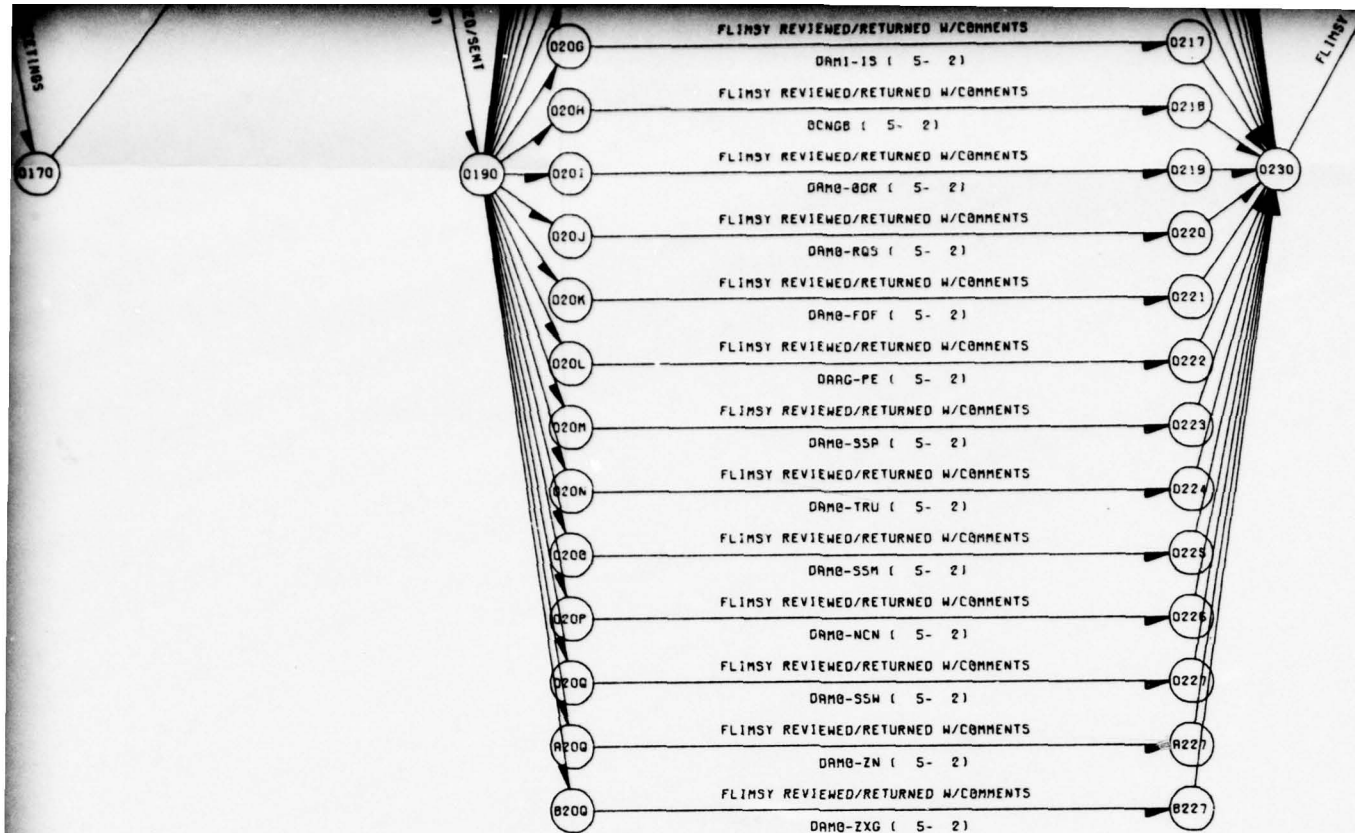
23JAN79 24JAN79 25JAN79 26JAN79

30JAN79 31JAN79 01FEB79

JSPDSA I DEVELOPMENT PROCESS PROJECTION CY 79

NETWORK B

Page 1 of 2



26JAN79

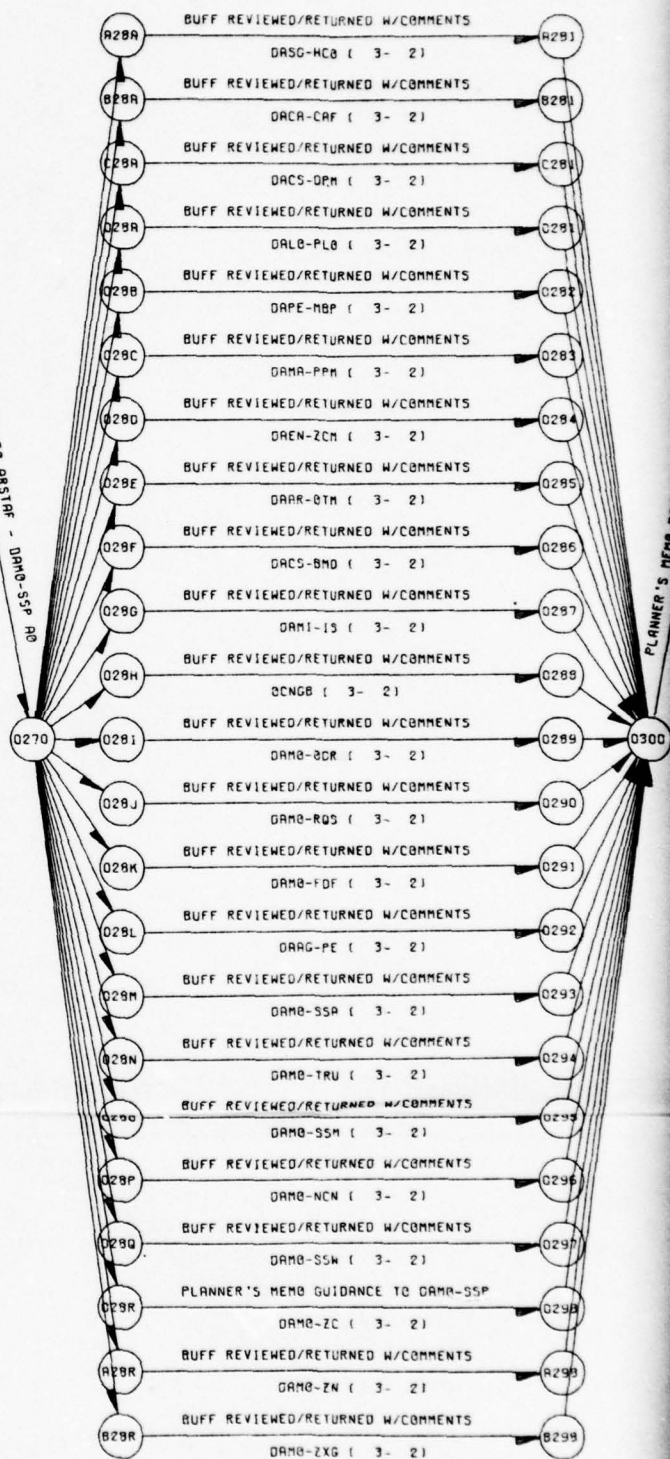
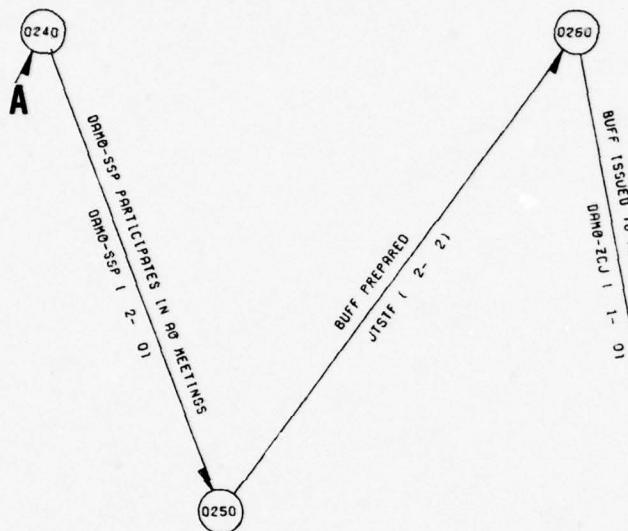
30JAN79 31JAN79 01FEB79

08FEB79 09FEB79

PROCESS PROJECTION CY 79

WORK B

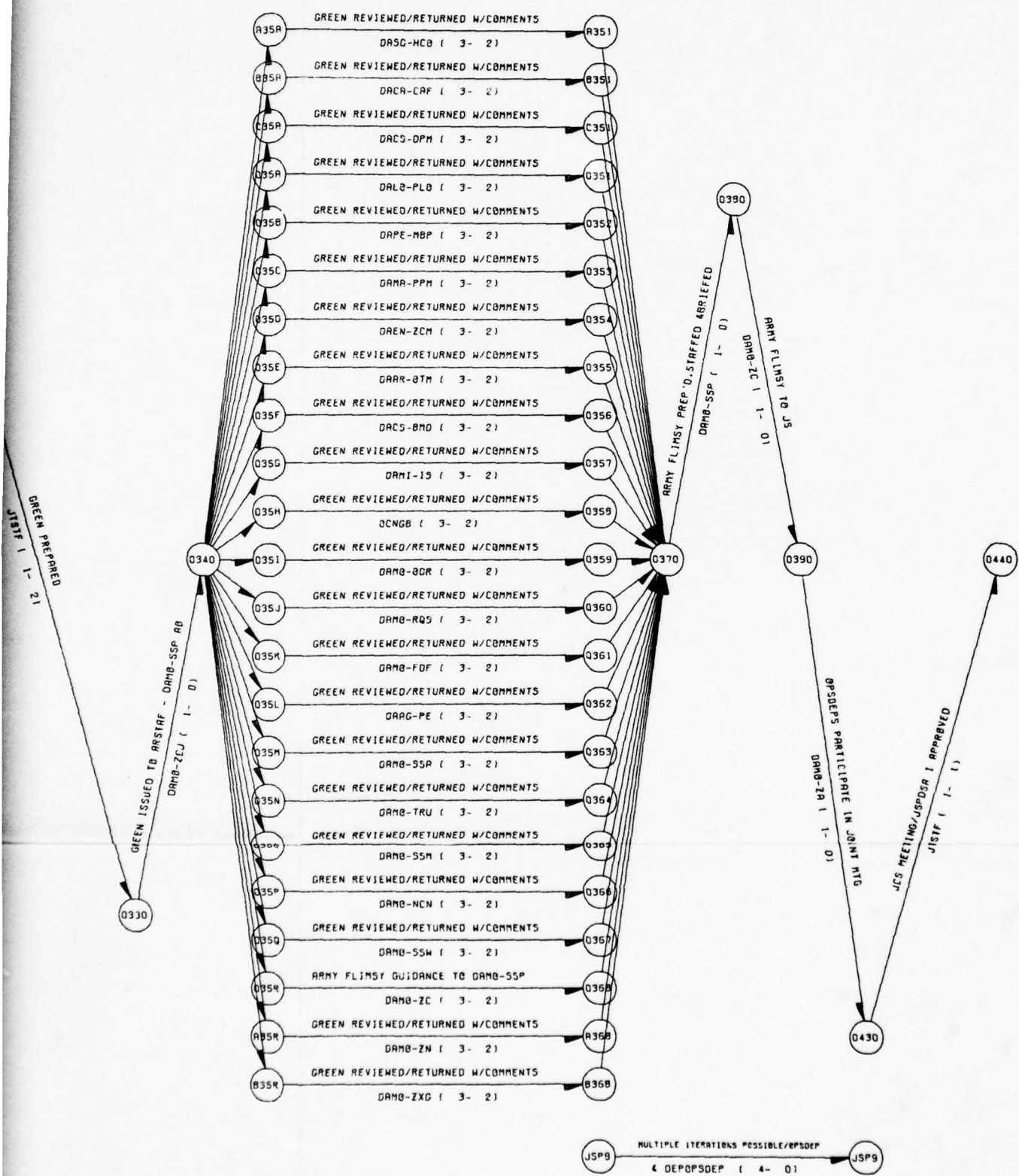
1 of 2



B MULTIPLE ITERATIONS POSSIBLE/INFO TO
ARMY PLANNER (5- 4) JSP4

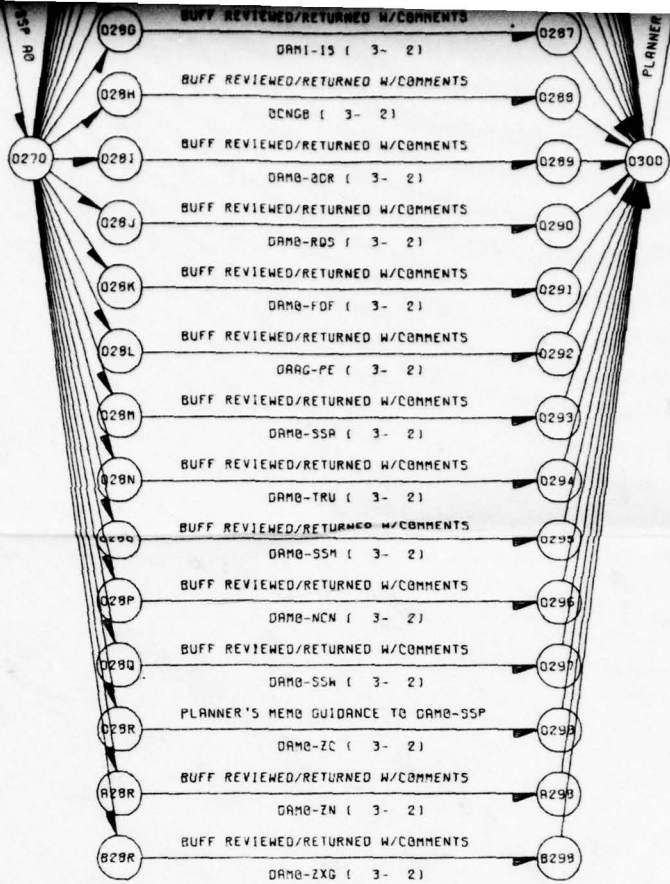
JSP5 PLANNER'S MEMO STAFFING KEY ACTION
FOR DAMO-SSP (3- 2) JSP6 MULTIPLE
GREEN

3



4

B MULTIPLE ITERATIONS POSSIBLE/INFO TO
ARMY PLANNER (5- 4) JSP4



JSP5 PLANNER'S MEMO STAFFING KEY ACTION JSP6 MULTIPLE ITERATIONS POSSIBLE
FOR DAMB-SSP (3- 2) GREEN (3- 1)

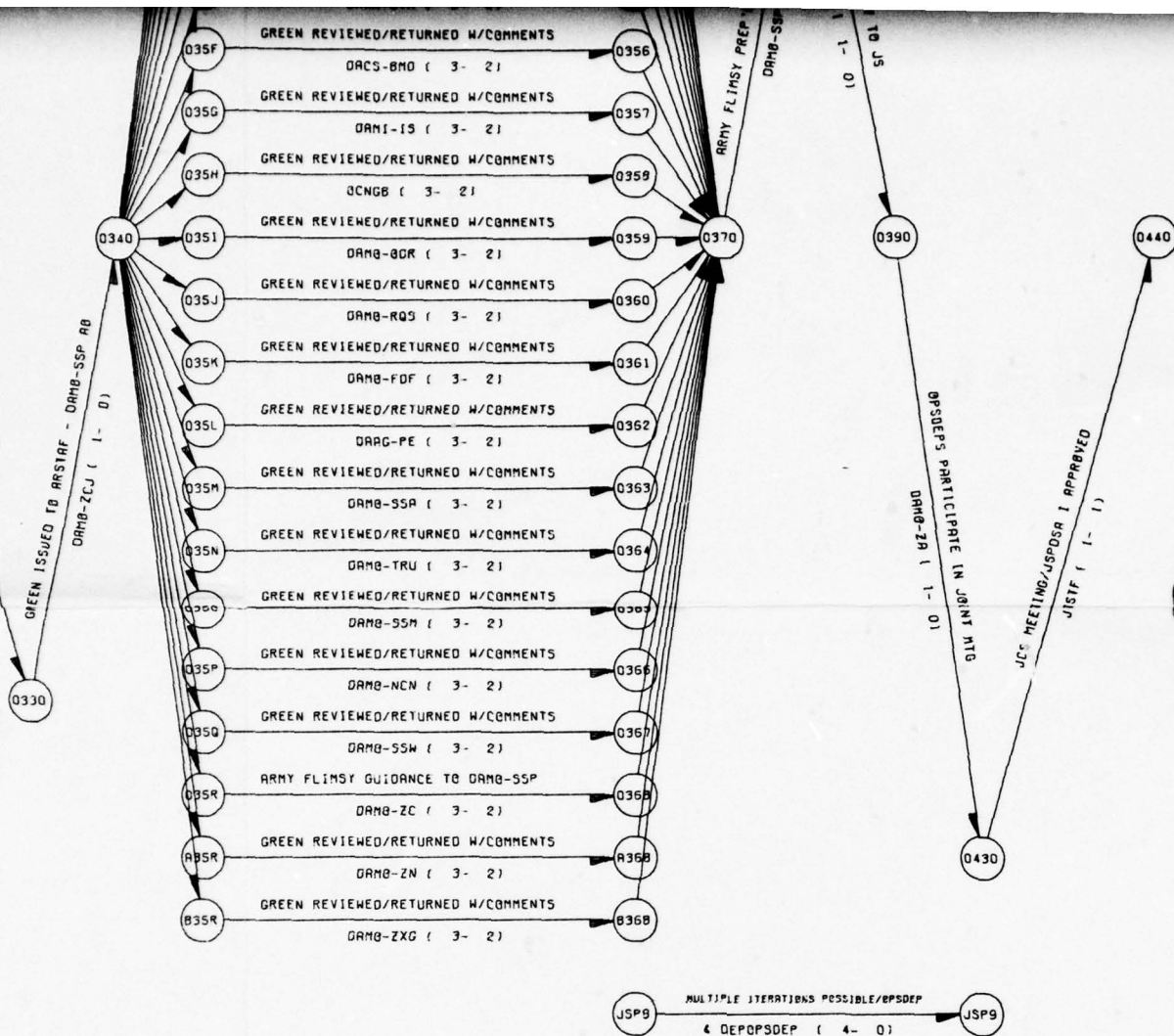
12FEB79

14FEB79

10FEB79 19FEB79 20FEB79

25FEB79 26FEB79 27FEB79 28FEB79

JSPDSA I DE



04MAR79 05MAR79 06MAR79

11MAR79 12MAR79 13MAR79 14MAR79 15MAR79

17MAR79

PROCESS PROJECTION CY 79

WORK B

2 of 2

**N
E
T
W
O
R
K
C**

Network C

JSPDSA II Analyses Process Projection CY 79

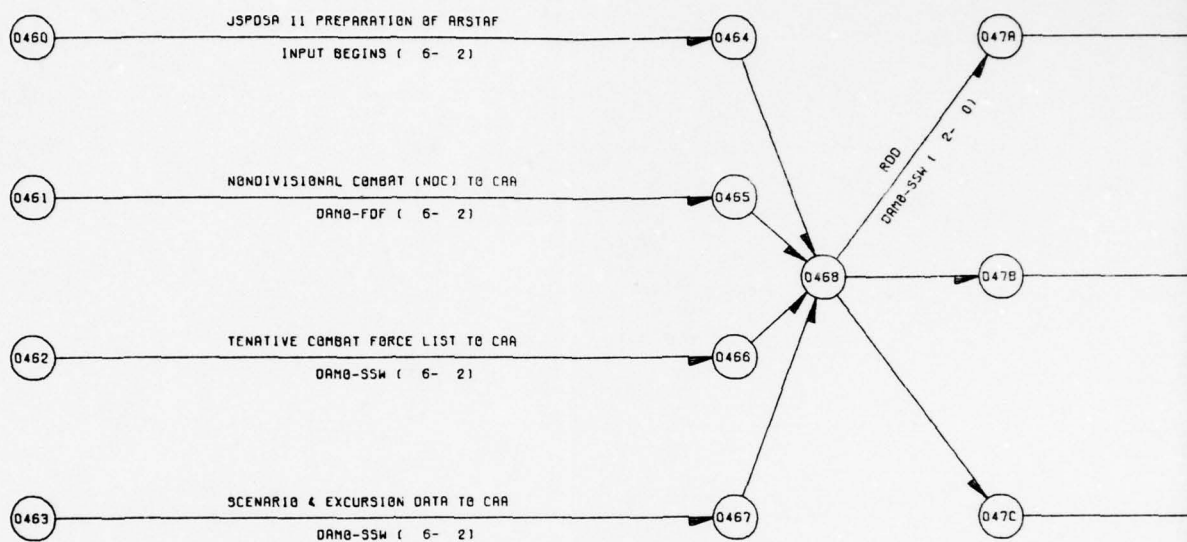
PURPOSE. The process develops the planning force, (with associated movement data and cost analyses), and the minimum risk force.

DESCRIPTION. The dates are anticipated based on a projected 1 June 1979 start of the JSPDSA II Development Process. The process begins with the publication of JSPDSA I in mid-March. The CINC and CAA are tasked to develop minimum risk forces independently. CAA also rounds out a combat force and analyzes a candidate planning force. The analysis provides data necessary for estimates of the movement requirements and costs associated with the planning force. CAA uses the ATLAS Model to generate the minimum work force and to round out the candidate combat force. In a warfight mode the ATLAS Model generates the minimum risk force. In the combat workload mode, the ATLAS Model takes as input the combat force and selected combat support units, and develops combat workload. This serves as input to the FASTALS Model which identifies combat service support units. The Unit Data System (UDS) Model rounds out the force list with projected, or notional units. In June, ODCSOPS (War Plans Division) compares the results of the analyses and develops the Army minimum risk force and planning force proposals for inclusion in JSPDSA II development. Based on data generated as a result of a combat simulation performed at CAA, the ARSTAF develops projected costs of the planning force. The cost estimates are sent to the Joint Staff for insertions into JSPDSA II. The movement data analysis is forwarded to ODCSLOG for review before being forwarded to the Joint Staff for determination of the strategic lift requirements to be inserted into JSPDSA II.

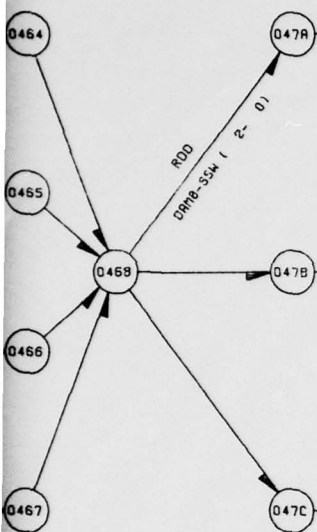
CRITICAL MILESTONES. Critical milestones are development of the minimum risk and planning forces by 1 June. The planning force cost analysis must be ready for the Joint Staff inclusion into the coordination of JSPDSA II. The movement data must be ready for the Joint Staff strategic lift determination.

LINKAGE TO OTHER NETWORKS. The analysis process is linked to the JSPDSA II/Book II Development Process (Network D).

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2



CANDIDATE FORCES W/TRANSMB

MBCA-JFJ (10- 61

3

0

COMBAT WORKLOAD DEVELOPED W/ATLAS

MBCA-JFJ (34- 15)

0470

ANALYSIS OF CANDIDATE FORCES W/ATLAS

MBCA-JFJ (9- 3)

4

COMBAT WORKLOAD DEVELOPED W/ATLAS

MBCR-JFJ (34- 15)

DEVELOP FOR

OF CANDIDATE FORCES W/ATLAS

MBCR-JFJ (9- 3)

ANALYSIS OF CANDIDATE FORCES W/ATLAS

CONT'D (6- 2)

047E

CAR RESULTS TO DMB-SSW
MBCR-JFJ (0- 0)

047F

047H

NEW CANDIDATE FORCES TO CAR
DMB-SSW (0- 0)

047G

CANDIDATE FORCES REVIEWED

DMB-SSW (6- 2)

5

A

DEVELOP FORCE REQUIREMENTS W/ATLAS

B

MBCA-JFJ (55- 25)

ANALYSIS OF CANDIDATE FORCES W/ATLAS

C

CONT'D (6- 2)

047H

NEW CANDIDATE FORCES TO CAR
DAMB-SSW (0- 0)

047G

CANDIDATE FORCES REVIEWED

DAMB-SSW (6- 2)

+

6

11FEB79

19FEB79 20FEB79

22FEB79

7

1

4460

JSPDSA II ANALYSES PROCESS PROJECTION CY 79

NETWORK C

Page 1 of 3

1

8

4450

22NAR79

30NAR79

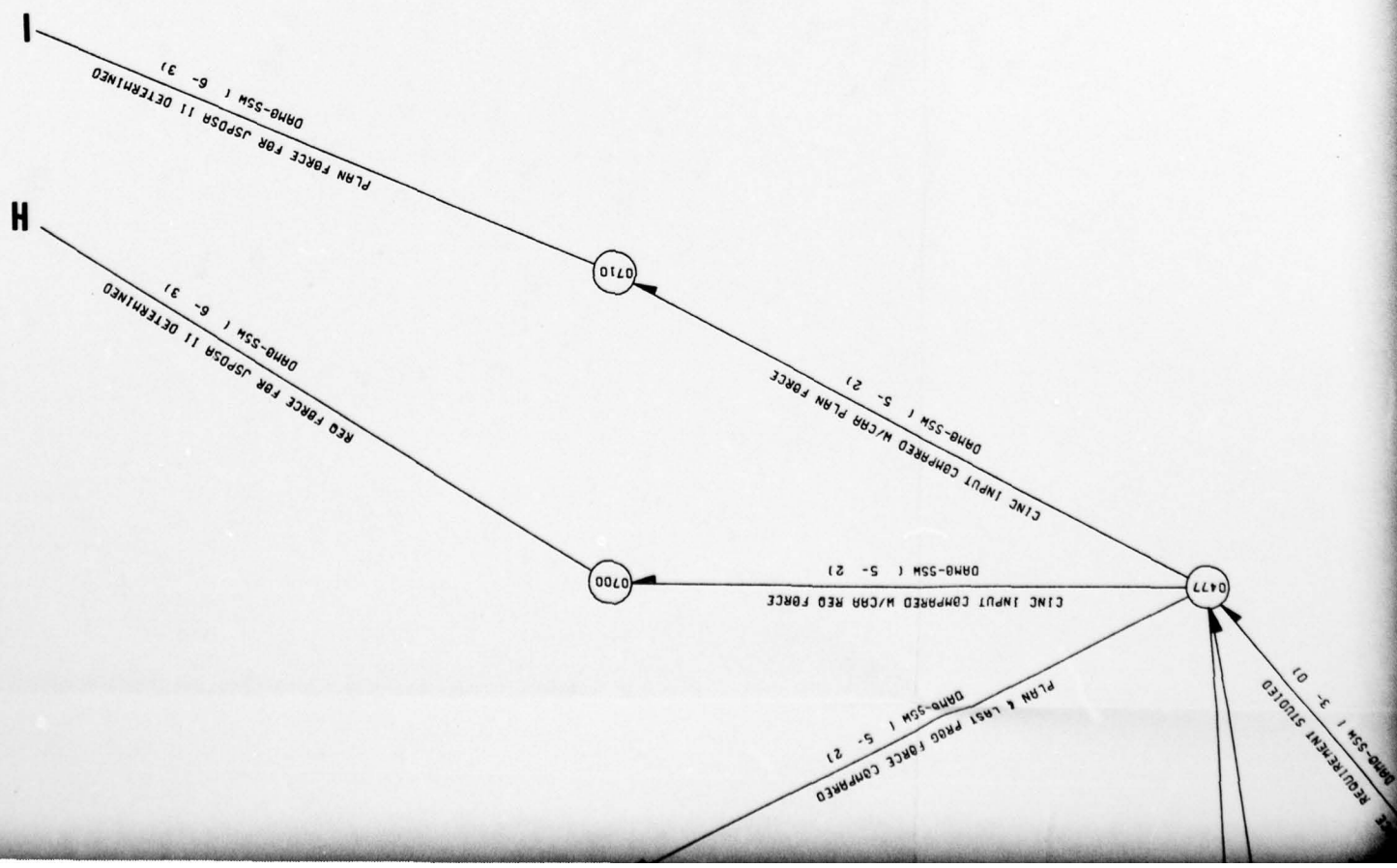
SECTION CY 79

1

9

D

30MAR79



15MAY79 16MAY79 20MAY79 22MAY79 23MAY79 24MAY79

ROUNDOUT PLANNING FORCE W/FASTALS

MBCA-FDS (10- 4)

0482

ATLAS RESULTS TO CAR-FDS
MBCA-JFJ (0- 0)

A

0480

B

C

ANALYSIS OF CANDIDATE FORCES W/ATLAS

MBCA-JFJ (30- 14)

ASTALS

2

0484

0485

0486

ROUNDOUT RESULTS TO CAP-JFJ
MBCA-FDS (3- 2)

J-TAPE SCRUBBED/SENT TO CAA
DAMB-FOF (3- 2)

UDS

MBCA-FDS (

15 OF CANDIDATE FORCES W/ATLAS

MBCA-JFJ (30- 14)

3

UDS
MBCA-FDS (10- 4)

048A

0472

0474

0473

REQ & PLAN FORCE COMPARED

DRMO-SSW (1- 01)

TENTATIVE RESULTS TO COMB-SSW

1 2- 01

0606

0607

4466

FORCE REQUIREMENT STUDIED
DRMO-SSW (3- 01)

PLAN & LAST PROG FORCE COMPARED
DRMO-SSW (5- 21)

4

01-2

UDS CONTINUED

(12- 5)

E

ANALYSIS CONTINUED

MBCA-JFJ (13- 6)

F

0605

PREVIOUS PROGRAM FORCE
DAMB-SSW (2- 0)

PREVIOUS COSTED PLANNING FORCE

DAMB-SSW (4- 0)

0606

FIVE YEAR PLANNING FORCE DETERMINED
DAMB-SSW (4- 0)

0607

PLANNING FORCE COSTING BEGINS
DAMB-SSW (1- 0)

0609

COSTING TASKER DEVP'D/SENT TO ARSTAF

DAMB-SSW (5- 3)

G

REQ & PLAN FORCE COMPARED

DAMB-SSW (1- 0)

INTERIM RESULTS TO DAMB-SSW

PLAN & LAST PRG FORCE COMPARED
DAMB-SSW (5- 2)

STUDIED
07

5

D

FORCE REQUIREMENT DETERMINED

CINC (41- 19)

12APR79

AD-A069 017

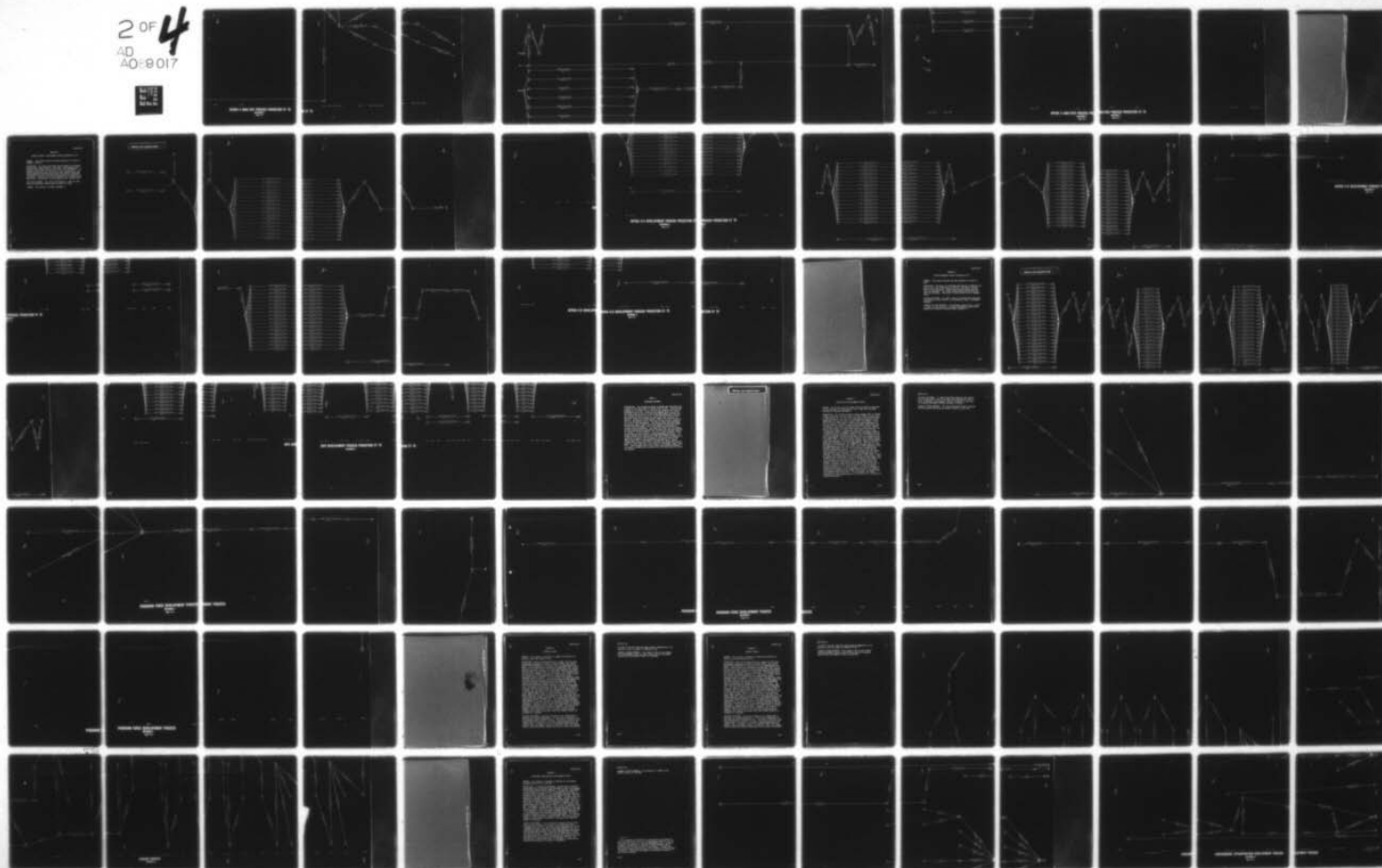
ARMY CONCEPTS ANALYSIS AGENCY BETHESDA MD
MANAGEMENT ANALYSIS OF KEY RESOURCE OPERATIONS (MAKRO). VOLUME --ETC(U)
MAR 79 F A DISTASIO, G E ARMSTRONG
CAA-SR-79-6-VOL-2-APP-E-A

F/G 5/1

UNCLASSIFIED

NL

2 OF 4
AD-A069 017





6

26APR79

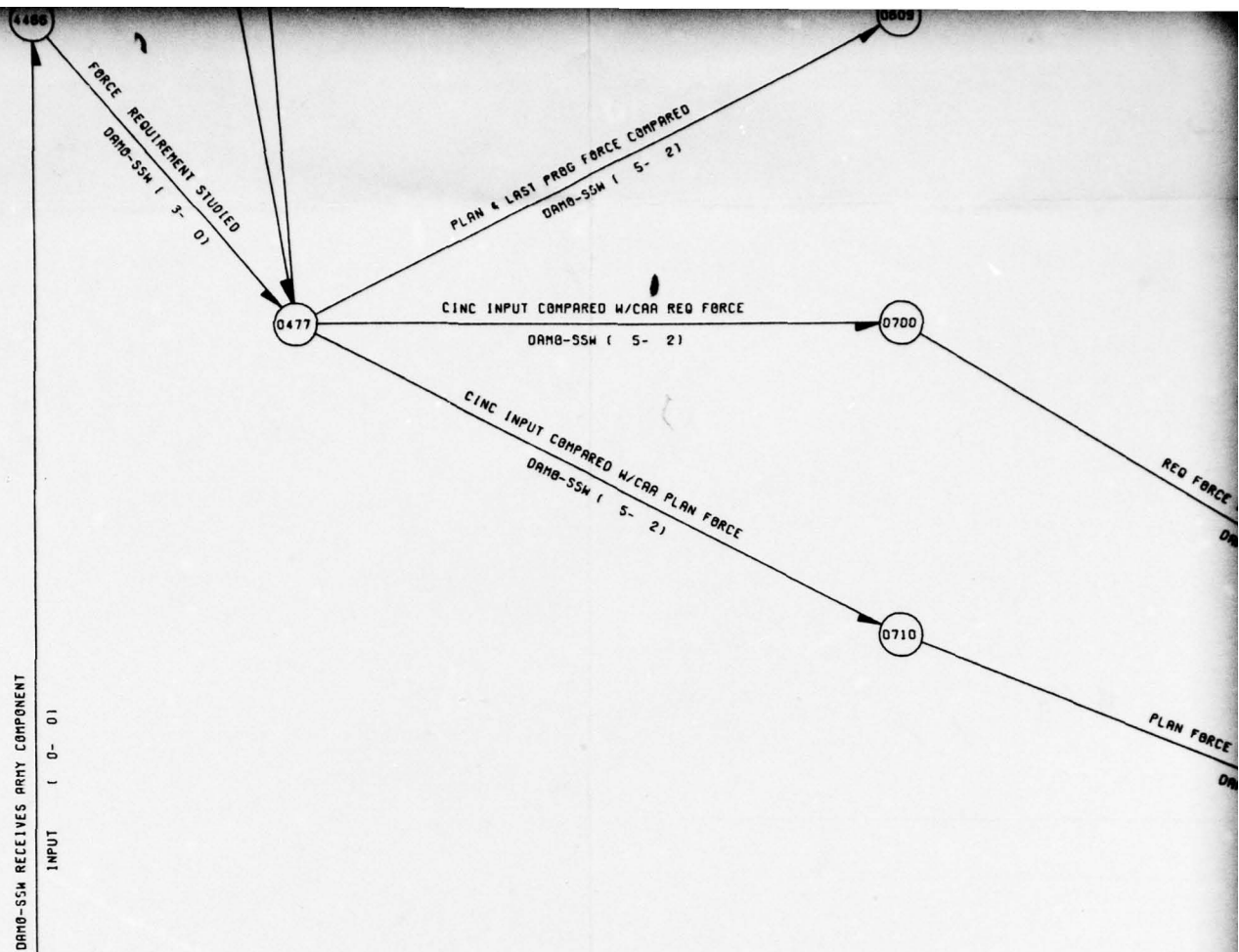
01MAY79

JSPDSA II ANALYSES PROCESS PROJECTION CY 79

NETWORK C

Page 2 of 3

7



13MAY79 14MAY79 15MAY79 16MAY79

20MAY79

22MAY79 23MAY79 24MAY79

IN CY 79

COMPARED
5- 21

VCAA REQ FORCE
5- 21

0700

VCAA PLAN FORCE
5- 21

0710

REQ FORCE FOR JSPOSA II DETERMINED
DAMB-SSW (6- 3)

H

PLAN FORCE FOR JSPOSA II DETERMINED
DAMB-SSW (6- 3)

I

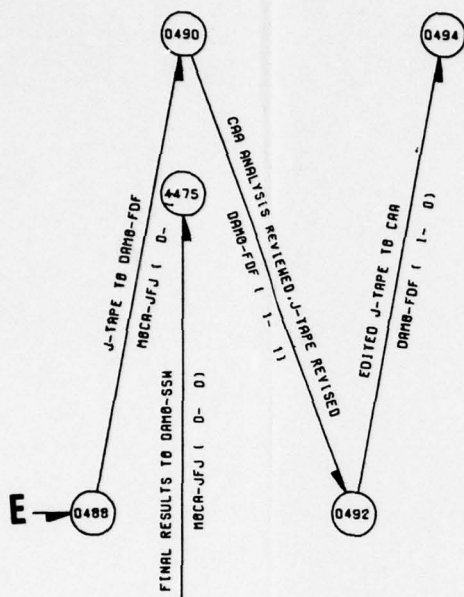
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20MAY79

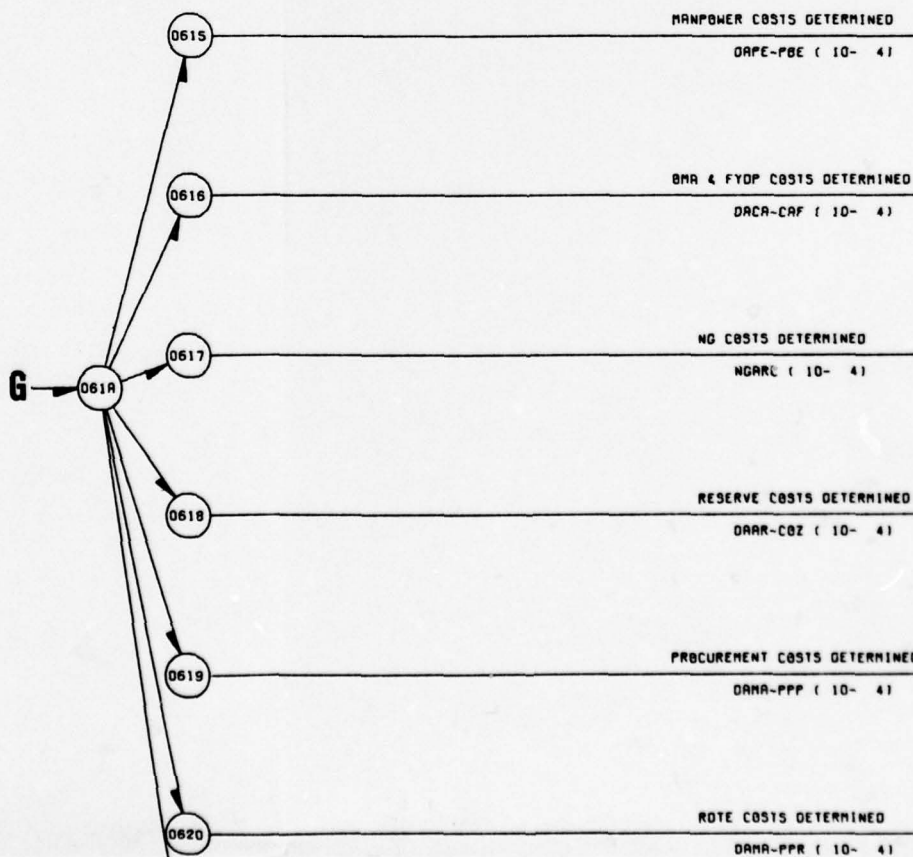
22MAY79

23MAY79

24MAY79



F → 0475



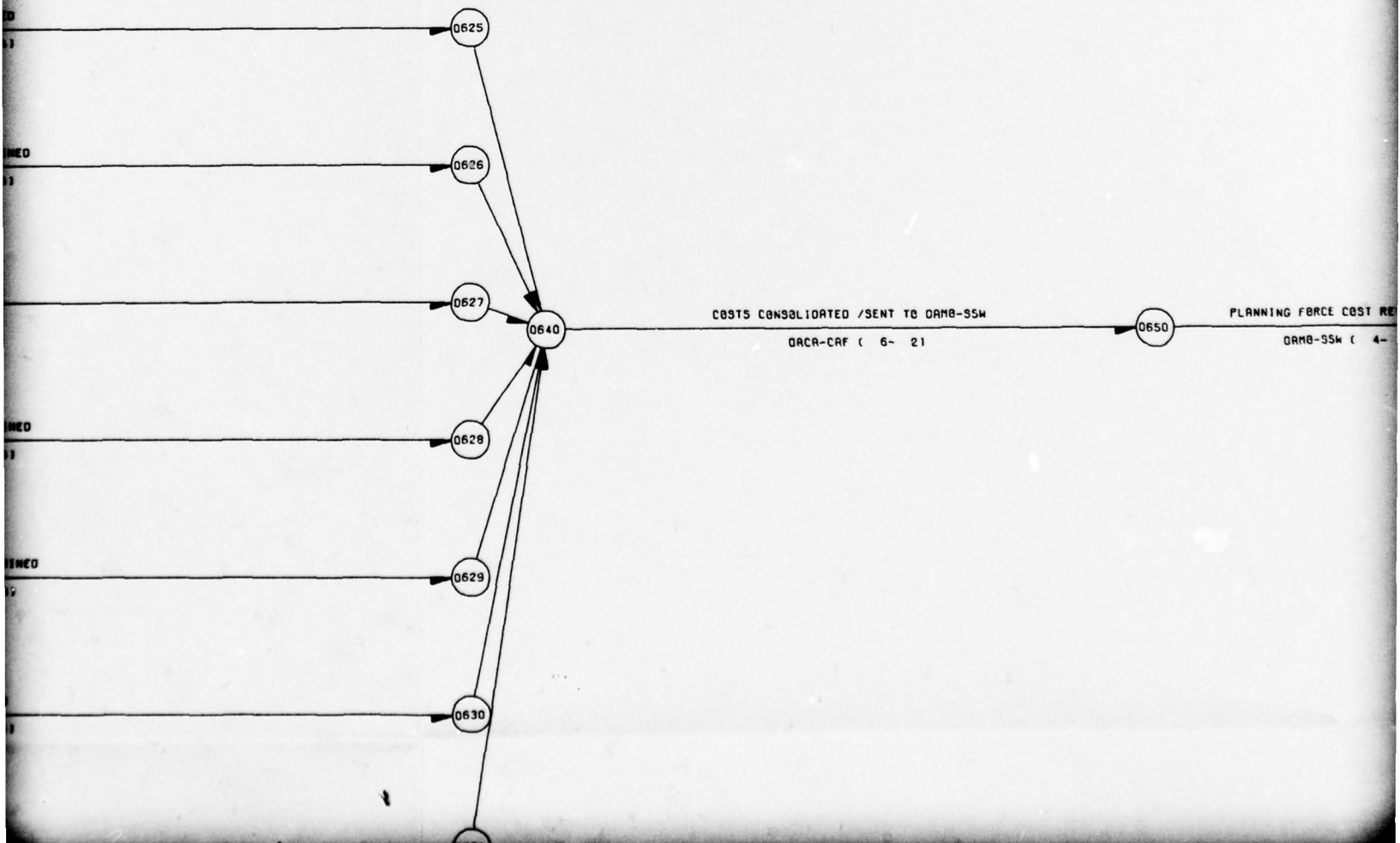
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MOVEMENT REQUIREMENTS GENERATED

MBCA-JFJ (27- 13)

WRITE REPORT

MBCA-JFJ (29- 14)



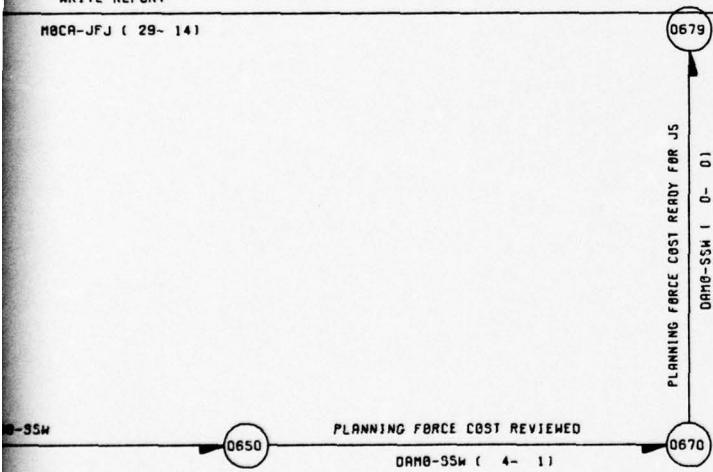
MOVEMENT REQUIREMENTS GENERATED

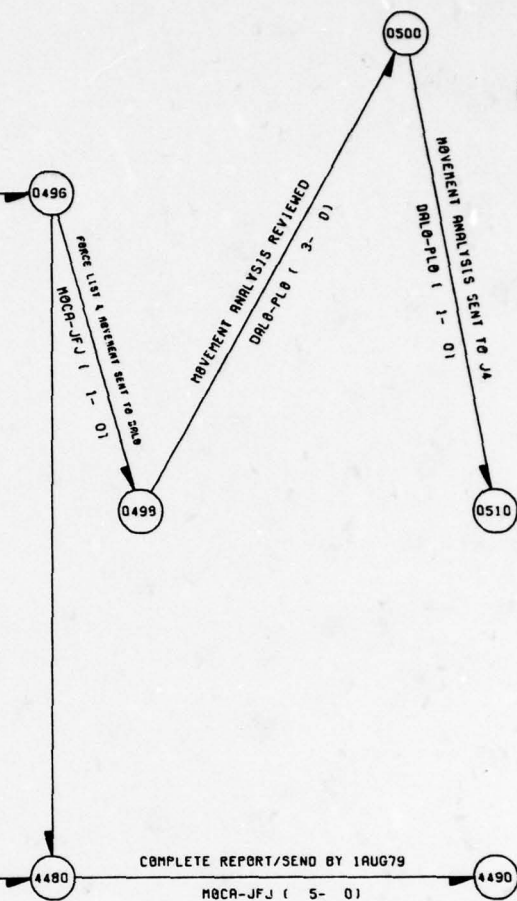
MBCA-JFJ (27- 13)

3

WRITE REPORT

MBCA-JFJ (29- 14)





5

0619

PROCUREMENT COSTS DETERMINED

DAMA-PPP (10- 4)

0620

ROTE COSTS DETERMINED

DAMA-PPR (10- 4)

0621

MCA COSTS DETERMINED

DAEN-ZCP (10- 4)

H

0705

I

0715

01 JUN 79 02 JUN 79

04 JUN 79 05 JUN 79

0629

0630

0631

6

16JUN79 17JUN79

25JUN79

JSPDSA II ANALYSES PROCESS PRO
NETWORK C
Page 3 of 3

7

25 JUN 79

30 JUN 79

ANALYSES PROCESS PROJECTION CY 79
NETWORK C
Page 3 of 3

8

15 JUL 79 16 JUL 79

19 JUL 79 20 JUL 79

NETWORK

Network D

JSPDSA II/Book II Development Process Projection CY 79

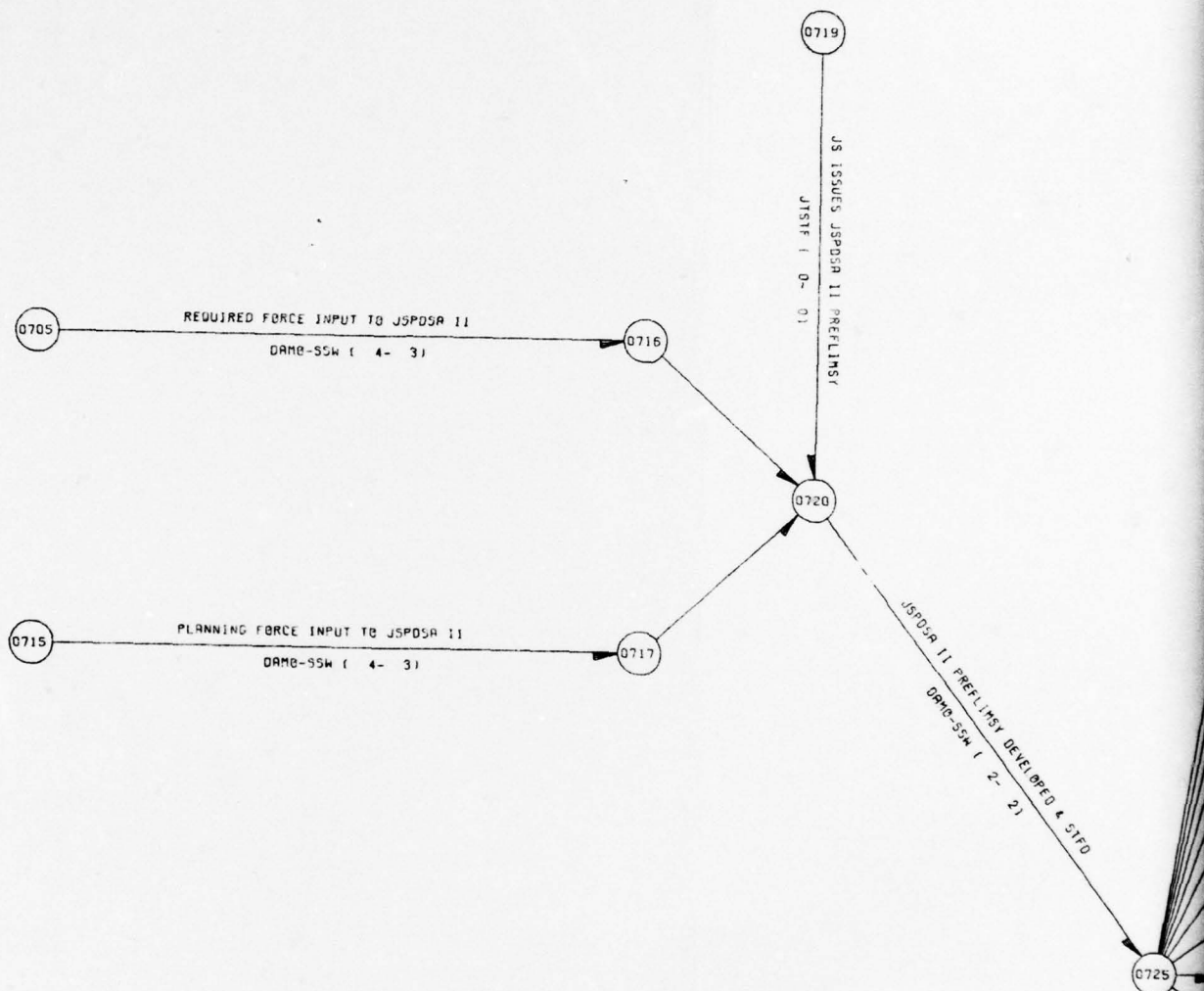
PURPOSE. The process develops the Army proposals for input to JSPDSA II, Book II.

DESCRIPTION. The dates associated with the nodes are displayed anticipating a start date of 1 June 1979. The process as described in the network follows the Joint review procedures. The ARSTAF participation down to division level is displayed. The process begins with the publication of the JSPDSA II preflimsy. The minimum risk force and Army planning force are inserted at preflimsy. Strategic lift and cost analyses are inserted by the Joint Staff. The process is anticipated to end 1 October 1979.

CRITICAL MILESTONE. The critical milestone is 1 June; at that time, force analyses studies must be ready for input.

LINKAGE. This process is linked to Network C.

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2

0719

JS ISSUES JSPDRA II PREFLIMST
JTSIF (0- 01)

0720

JSPDRA II PREFLIMST DEVELOPED & STFD
DAMO-SSM (2- 2)

0725

073A

073B

073C

073D

073E

073F

073G

073H

073I

073J

073K

073L

073M

073N

073O

073P

073Q

PREFLIMST REVIEWED/RETURNED W/COMNTS

DACA-CRF (10- 4)

PREFLIMST REVIEWED/RETURNED W/COMNTS

DACS-BMD (10- 4)

PREFLIMST REVIEWED/RETURNED W/COMNTS

DACS-DPM (10- 4)

PREFLIMST REVIEWED/RETURNED W/COMNTS

DREN-ZCM (10- 4)

PREFLIMST REVIEWED/RETURNED W/COMNTS

DAMB-ZN (10- 4)

PREFLIMST REVIEWED/RETURNED W/COMNTS

DALB-PLB (10- 4)

PREFLIMST REVIEWED/RETURNED W/COMNTS

DAMA-PPM (10- 4)

PREFLIMST REVIEWED/RETURNED W/COMNTS

DAMI-FII (10- 4)

PREFLIMST REVIEWED/RETURNED W/COMNTS

DAPE-MBP (10- 4)

PREFLIMST REVIEWED/RETURNED W/COMNTS

DAMB-FDF (10- 4)

PREFLIMST REVIEWED/RETURNED W/COMNTS

DAMB-RQS (10- 4)

PREFLIMST REVIEWED/RETURNED W/COMNTS

DAMB-SSA (10- 4)

PREFLIMST REVIEWED/RETURNED W/COMNTS

DAMB-NCC (10- 4)

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PREFLIMST REVIEWED/RETURNED W/COMNTS

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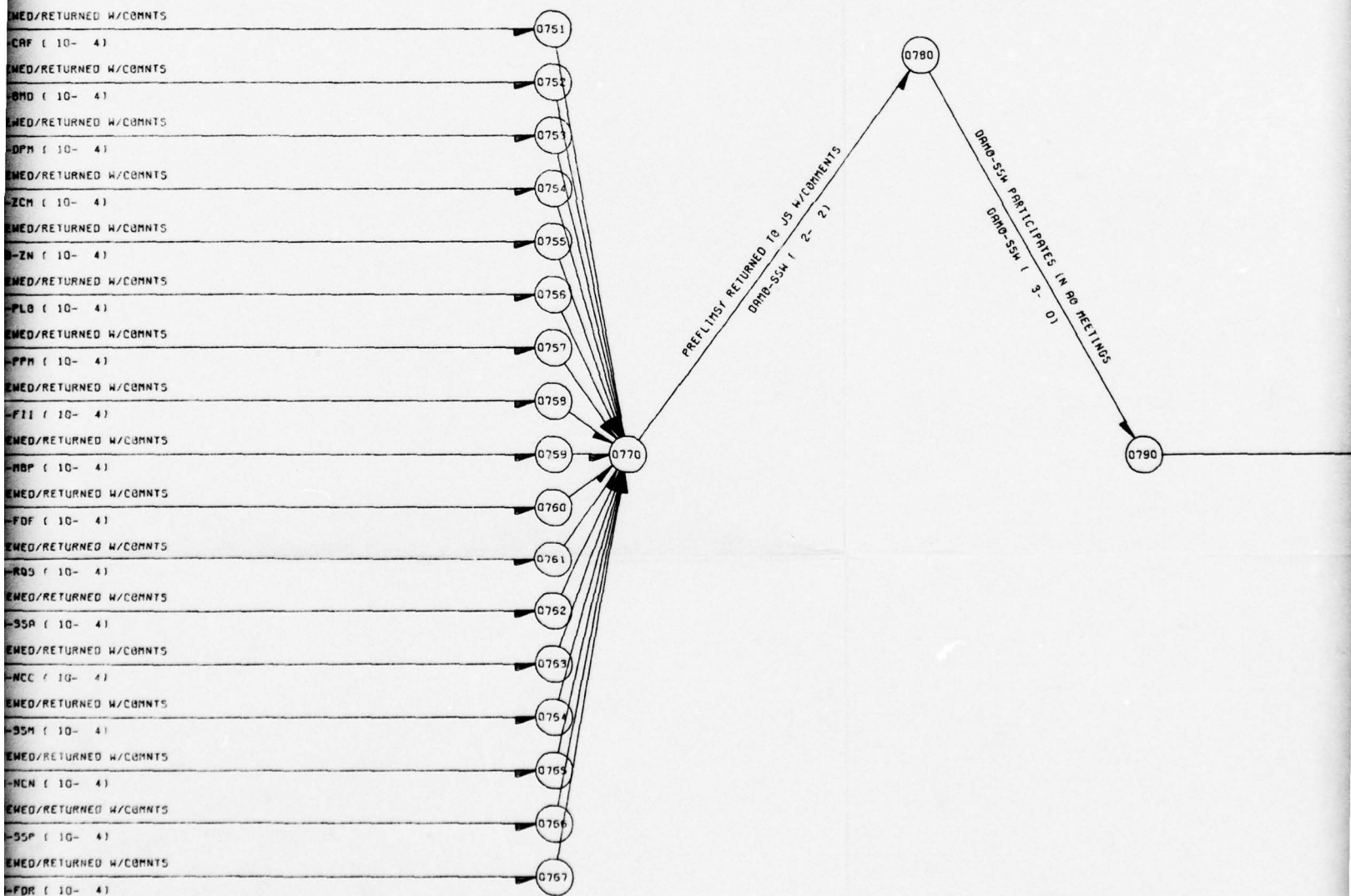
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DAMB-SSP (10- 4)

PREFLIMST REVIEWED/RETURNED W/COMNTS

DAMB-FDR (10- 4)

3



4

DMO-SSA PARTICIPATES IN RD MEETINGS
DMO-SSA (3- 01)

0790

FLIMSY PREPARED
JTSTF (5- 51)

A

5

073J

073K

073L

073M

073N

073O

073P

073Q

JSP1

23MAY79

30MAY79

01JUN79

05JUN79 06JUN79

JSP

2-21
DEVELOPED & STFD

0725

073F
073G
073H
073I
073J
073K
073L
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073O
073P
073Q

6

PREFLIMSY REVIEWED/RETURNED W/COMNTS
DALB-PLB (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAMA-PPM (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAMI-FII (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAPE-MBP (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAMB-FDF (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAMB-RQS (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAMB-SSA (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAMB-NCC (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAMB-SSM (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAMB-NCN (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAMB-SSP (10- 4)
PREFLIMSY REVIEWED/RETURNED W/COMNTS
DAMB-FDR (10- 4)

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JSP1

PAC LIST MAY CHANGE DEPENDING ON
ISSUES (10- 4)

01JUN79

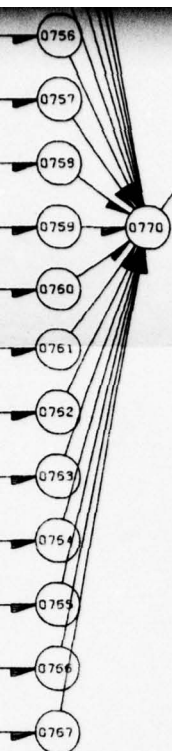
05JUN79 06JUN79

JSPDSA II/II DEVELOPMENT PROCESS PROJECTION CY

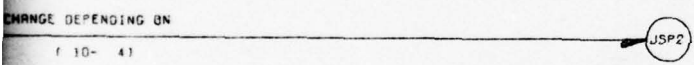
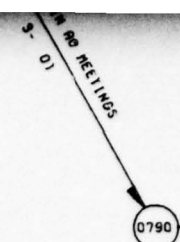
NETWORK D

Page 1 of 3

RETURNED W/COMMENTS
 -PLB (10- 4)
 RETURNED W/COMMENTS
 -PPM (10- 4)
 RETURNED W/COMMENTS
 -FII (10- 4)
 RETURNED W/COMMENTS
 -MBP (10- 4)
 RETURNED W/COMMENTS
 -FDF (10- 4)
 RETURNED W/COMMENTS
 -RQS (10- 4)
 RETURNED W/COMMENTS
 -SSA (10- 4)
 RETURNED W/COMMENTS
 -NCC (10- 4)
 RETURNED W/COMMENTS
 -SSM (10- 4)
 RETURNED W/COMMENTS
 -NCN (10- 4)
 RETURNED W/COMMENTS
 -SSP (10- 4)
 RETURNED W/COMMENTS
 -FOR (10- 4)



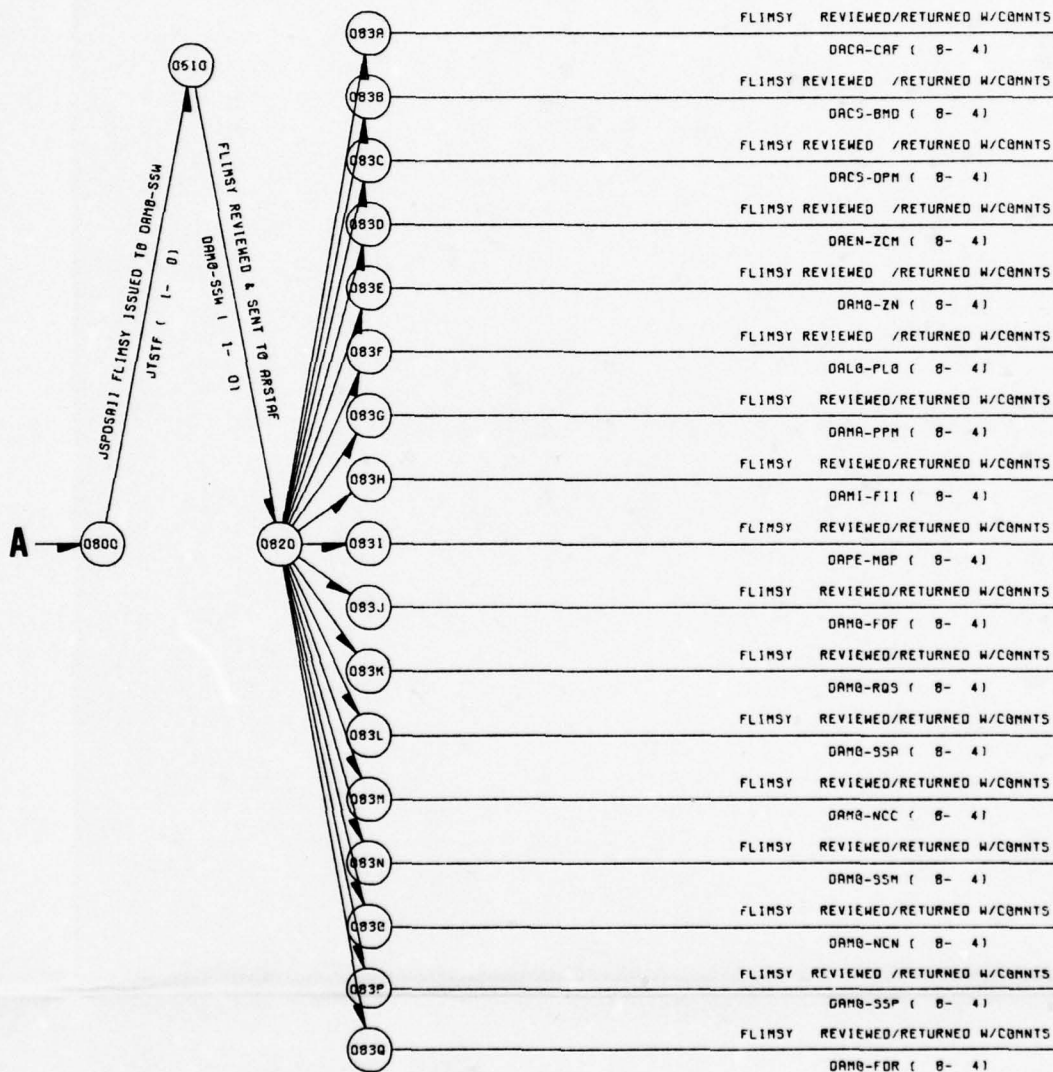
PREFLIGHT MEETING
 DMB-2



20 JUN 79 21 JUN 79 25 JUN 79 26 JUN 79

PROCESS PROJECTION CY 79
 RK D
 of 3

7

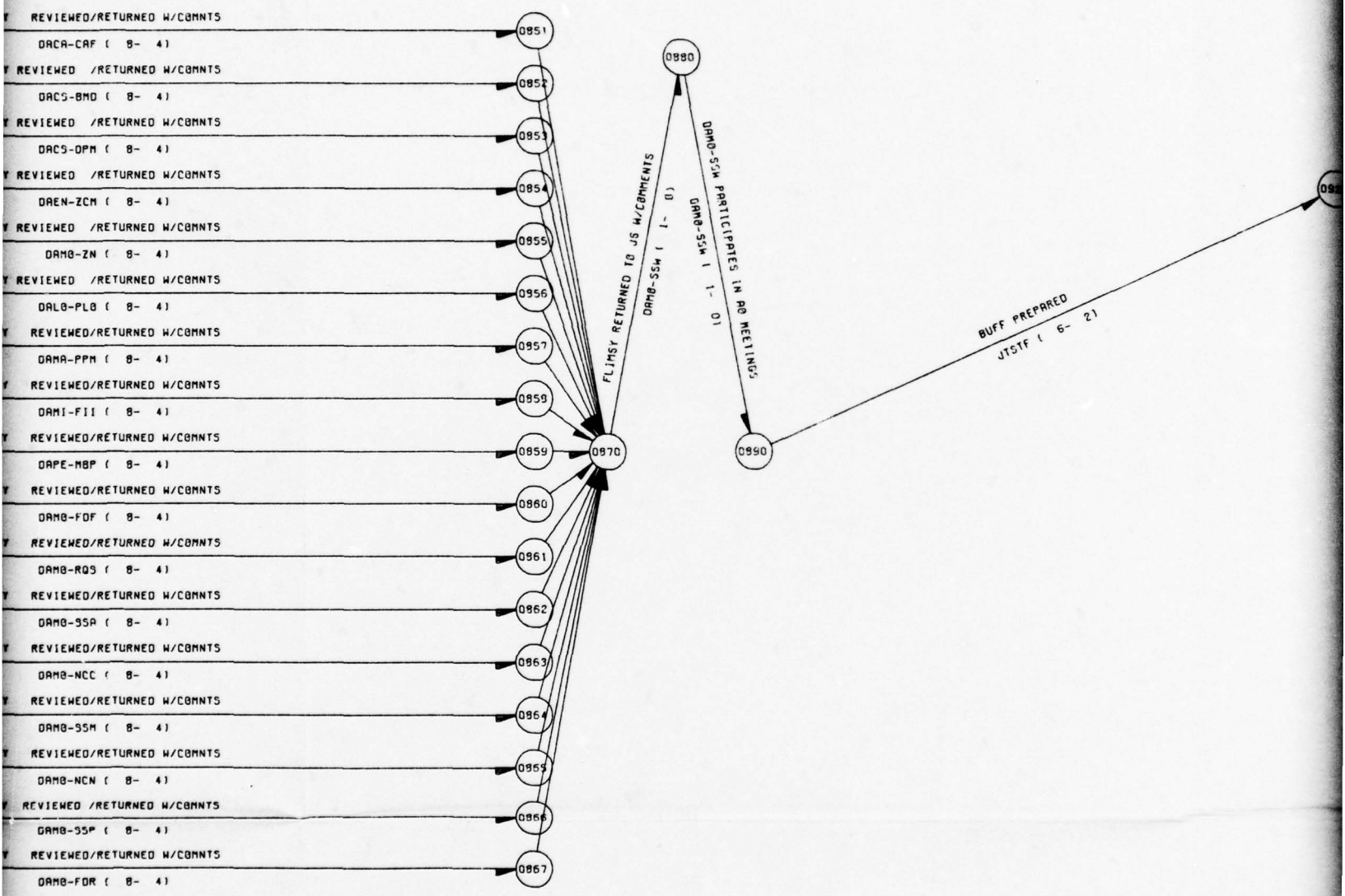


JSP3

MULTIPLE ITERATIONS POSSIBLE/INFB TO

ARMY PLANNER (11- 4)

2

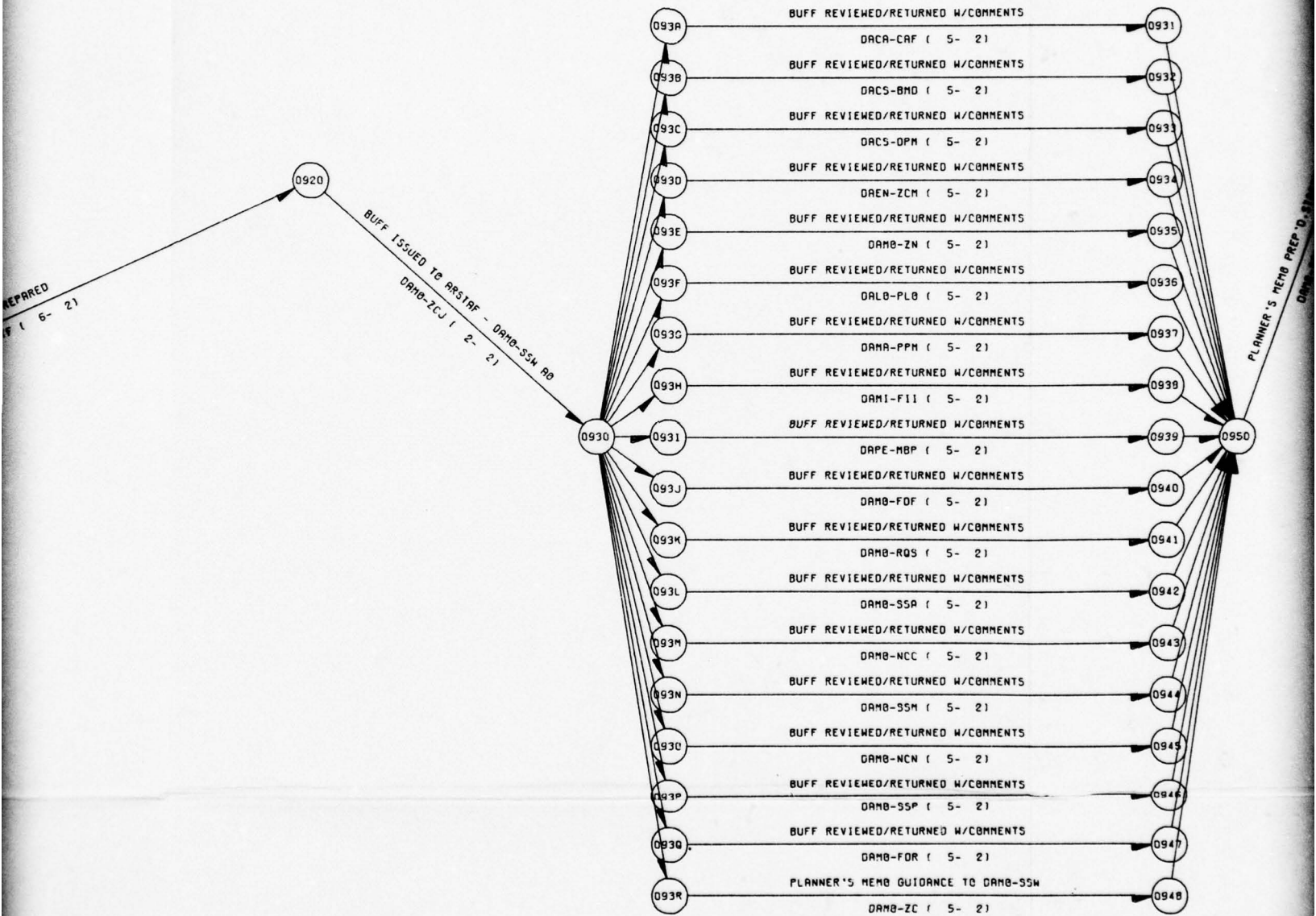


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JSP4

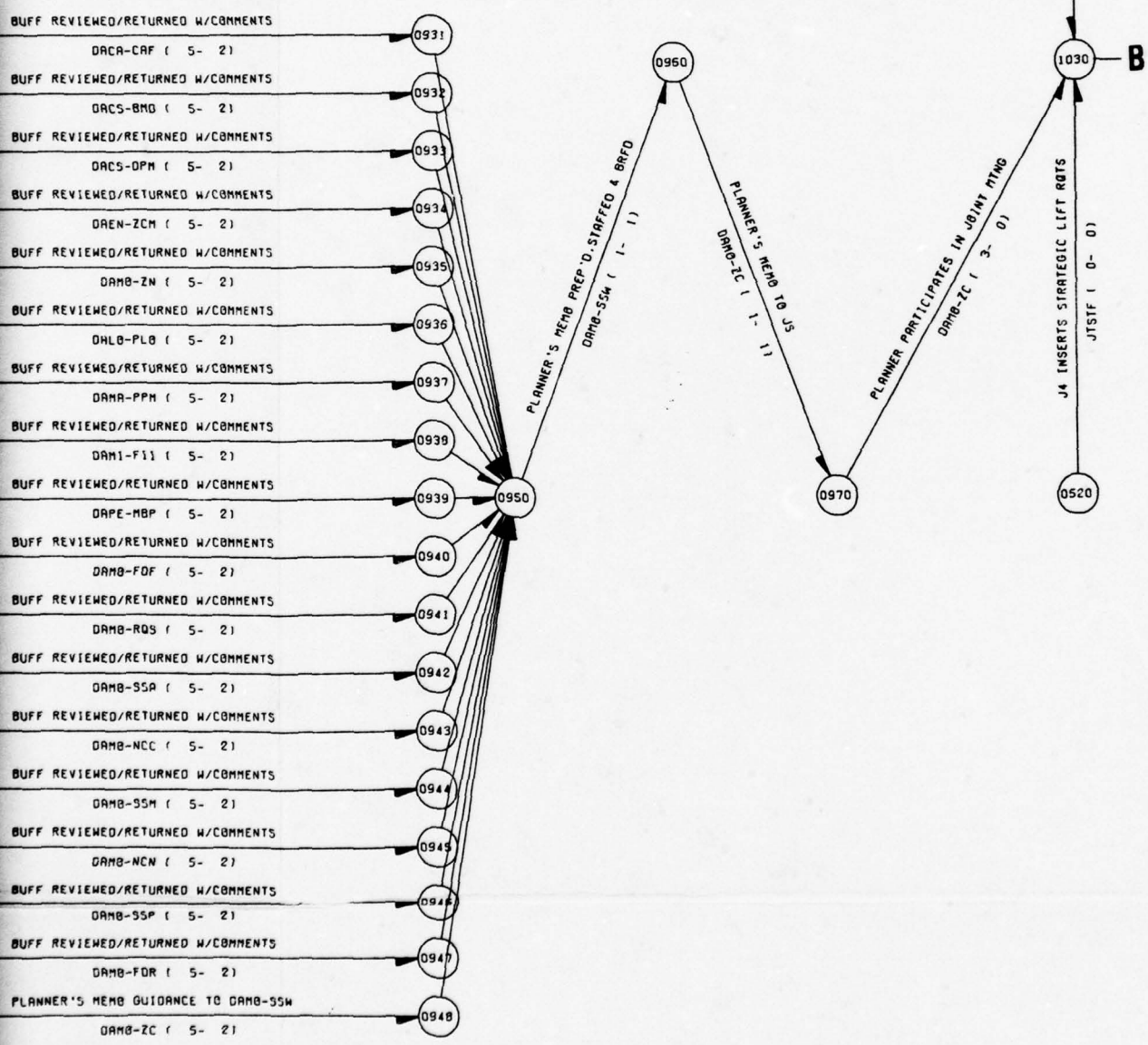
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JSP5

JSP7

4



083P

FLINSY REVIEWED / RETURNED W/COMNTS

DAMB-SSP (8- 4)

083Q

FLINSY REVIEWED/RETURNED W/COMNTS

DAMB-FDR (8- 4)

JSP3

MULTIPLE ITERATIONS POSSIBLE/INFO TO

ARMY PLANNER (11- 4)

5

08JUL79 09JUL79 10JUL79 11JUL79

8- 4)

RETURNED W/COMNTS

0866

SP (8- 4)

D/RETURNED W/COMNTS

0867

OR (8- 4)

MULTIPLE ITERATIONS POSSIBLE/INFO TO

ARMY PLANNER (11- 4)

JSP4

6.

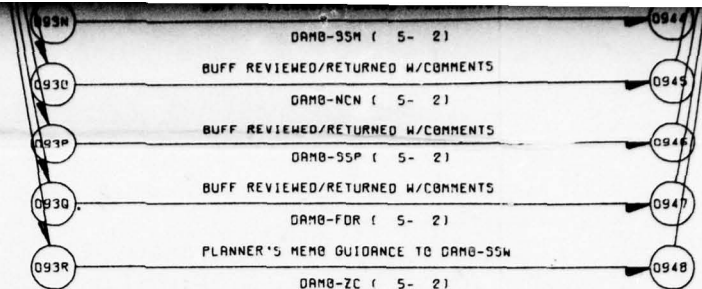
23JUL79 24JUL79 25JUL79 26JUL79

03PUG79

JSPDSA II/II DEVELOPMENT PROCESS PROJECT

NETWORK D

Page 2 of 3



7

JSP5

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JSP7

MULTI

03AUG79

07AUG79 08AUG79

15AUG79 16AUG79

19AUG79

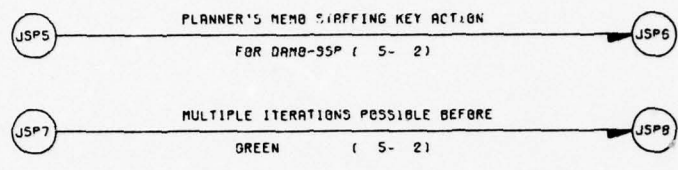
PROCESS PROJECTION CY 79

WORK D

Page 2 of 3

DAMB-SSM (5- 2)
 REVIEWED/RETURNED W/COMMENTS
 DAMB-NCN (5- 2)
 REVIEWED/RETURNED W/COMMENTS
 DAMB-SSP (5- 2)
 REVIEWED/RETURNED W/COMMENTS
 DAMB-FDR (5- 2)
 HER'S MEMO GUIDANCE TO DAMB-SSM
 DAMB-ZC (5- 2)

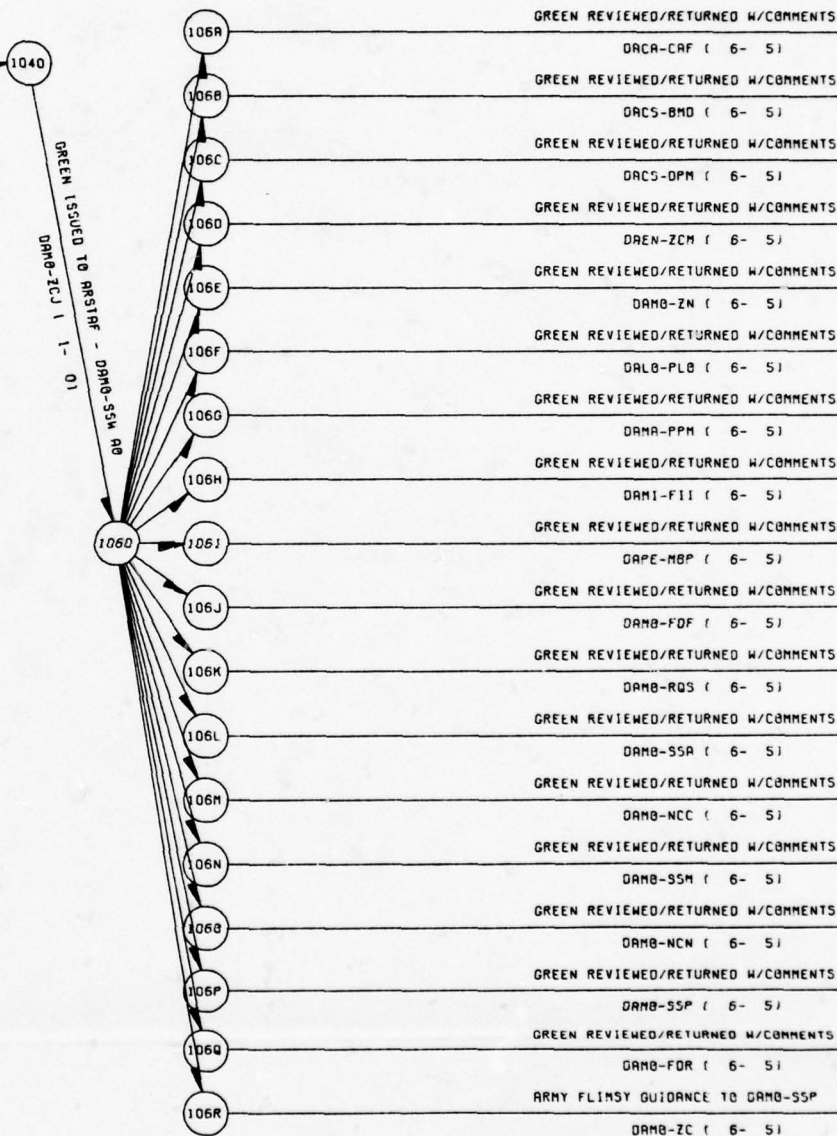
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 0946
 0947
 0948



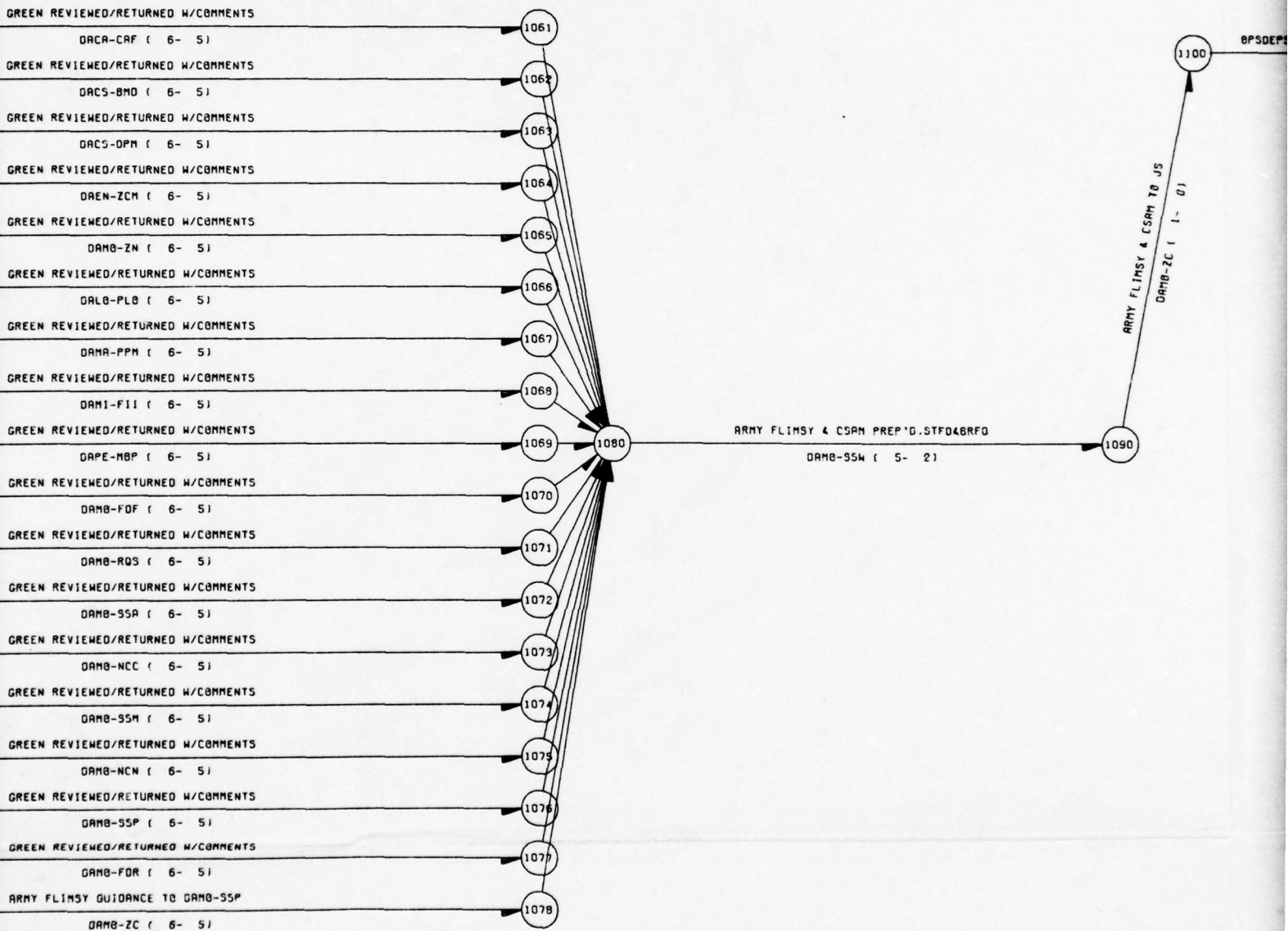
15AUG79 16AUG79 18AUG79 20AUG79 23AUG79

8

B GREEN PREPARED
JTSTF (4- 2)



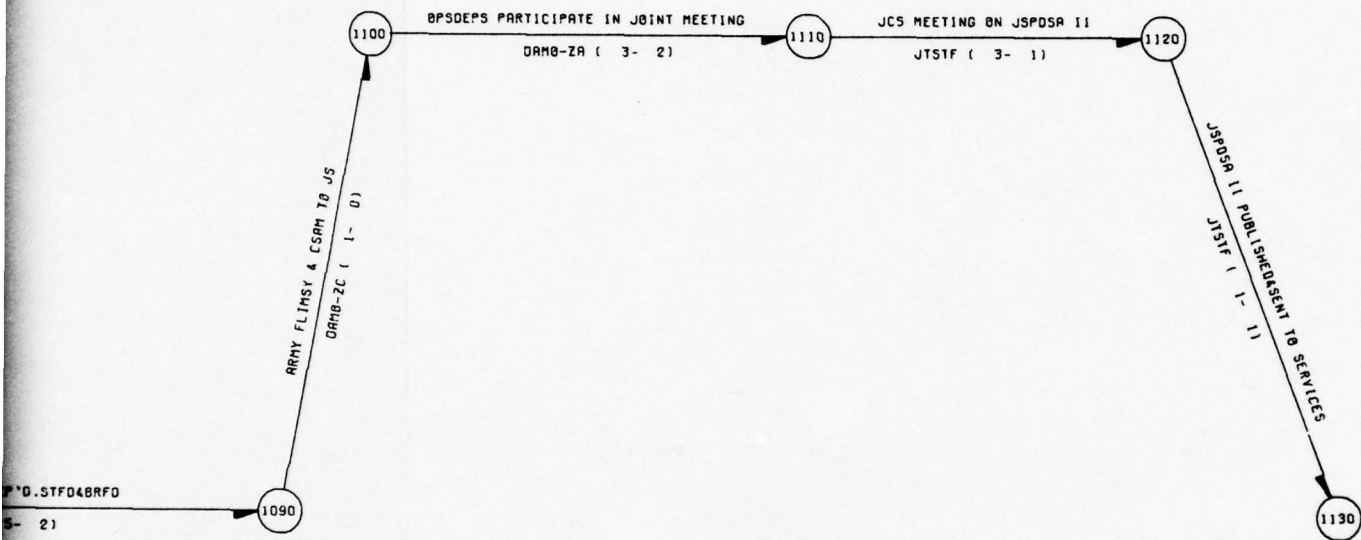
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JSP9

MULTIPLE ITERATIONS POSSIBLE/OPSDEP
4 DEPCPSDEP (9- 4)

3



*D-STFD4BRFD

5- 21

MULTIPLE ITERATIONS POSSIBLE/BPSDEP

4 DEPCPSDEP (9- 4)

JSP0

106P	DAMB-NCN (6- 5)	1075
	GREEN REVIEWED/RETURNED W/COMMENTS	1076
106Q	DAMB-SSP (6- 5)	1077
	GREEN REVIEWED/RETURNED W/COMMENTS	
106R	DAMB-FDR (6- 5)	1078
	ARMY FLIMSY GUIDANCE TO DAMB-SSP	
	DAMB-ZC (6- 5)	

JSP9

4

29AUG79 30AUG79 31AUG79

11SEP79 12SEP79

JSPDSA II/II DEVELOPM

1075

1076

1077

1078

5

JSP9

MULTIPLE ITERATIONS POSSIBLE/OPSDEP

4 DEPCPSDEP (9- 4)

JSP0

11SEP79 12SEP79

19SEP79 20SEP79

25SEP79

SPDSA II/II DEVELOPMENT PROCESS PROJECTION CY 79

NETWORK D

Page 3 of 3

6

IPLE ITERATIONS POSSIBLE/OPSDEP

4 DEPCPSDEP (9- 4)

JSPO

19SEP79 20SEP79

25SEP79

29SEP79

01OCT79

SECTION CY 79

NETWORK

Network E

JSPD Development Process Projection CY 79

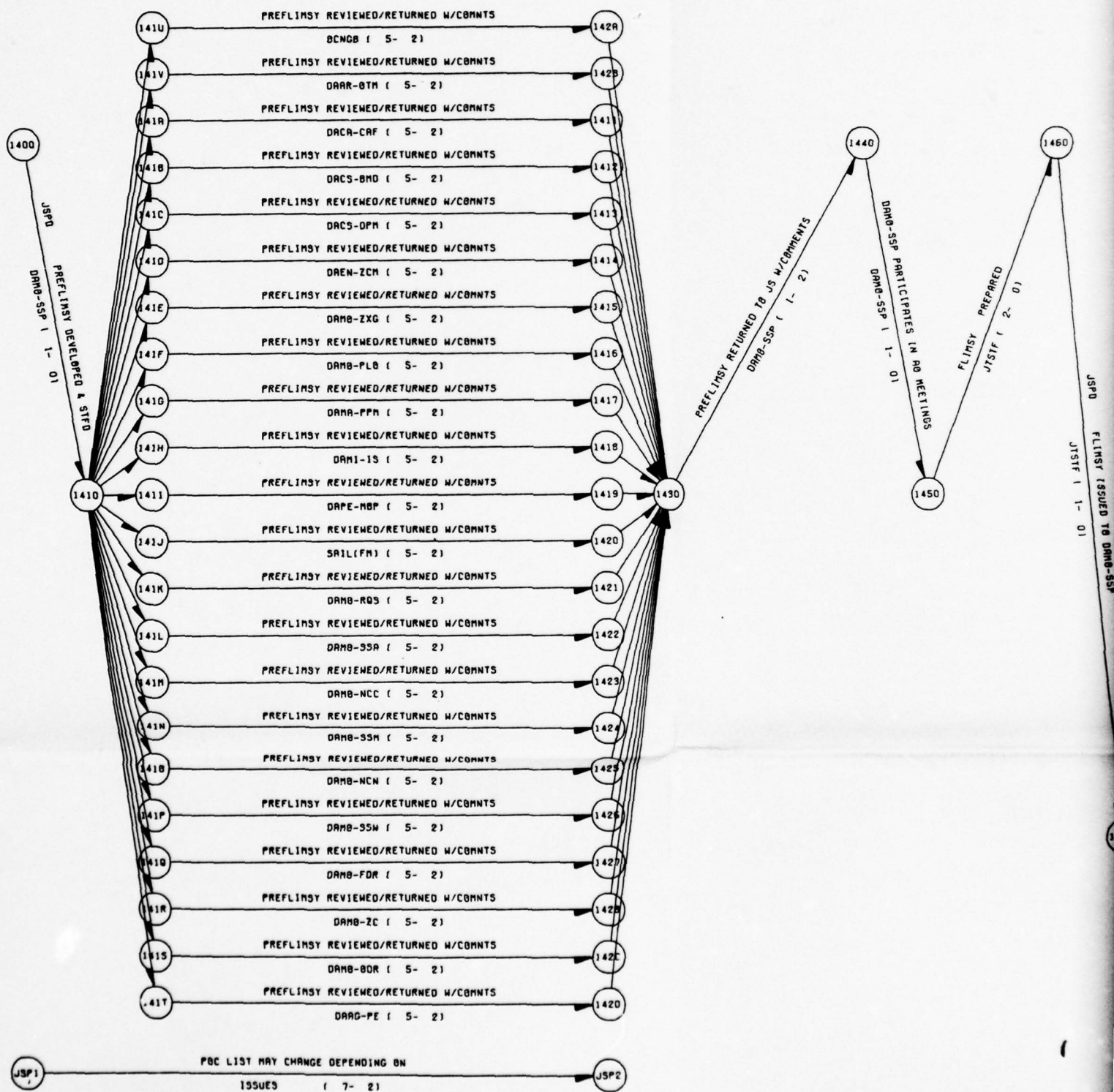
PURPOSE. The process develops the Army proposals for input to JSPD.

DESCRIPTION. The dates are displayed anticipating a completion 60 days prior to OSD coordination of the CG. The process follows Joint review procedures. ARSTAF participation down to division level is displayed. The process begins with the publication of the JSPD preflimsy. The process is anticipated to end 1 November 1979.

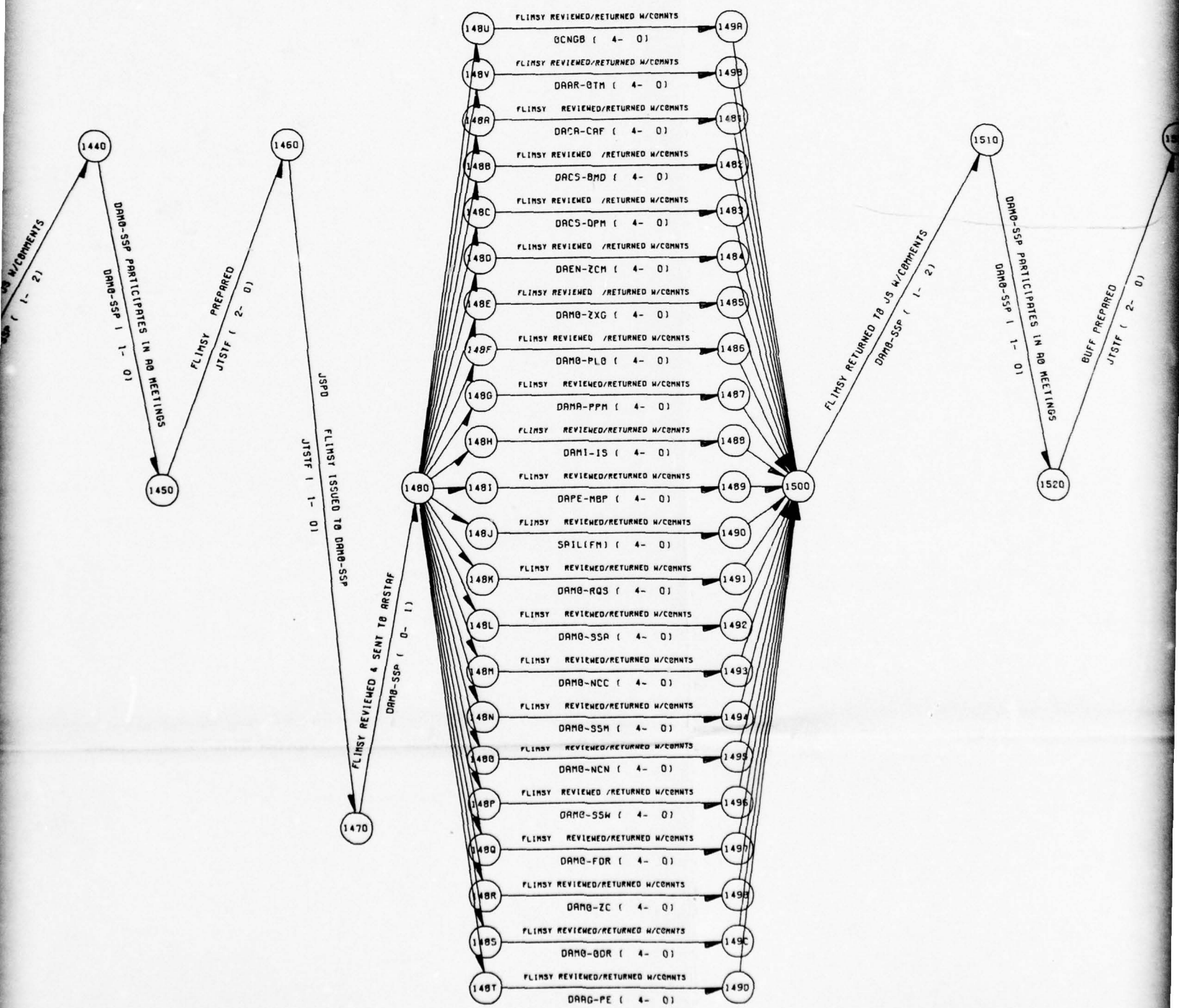
CRITICAL MILESTONE. The JSPD is used to influence OSD review and coordination of the CG which is anticipated to begin in November/December.

LINKAGES TO OTHER NETWORKS. The approved planning force is used as input for the guidance for program development process which appears on the Master Planning Process (Network A).

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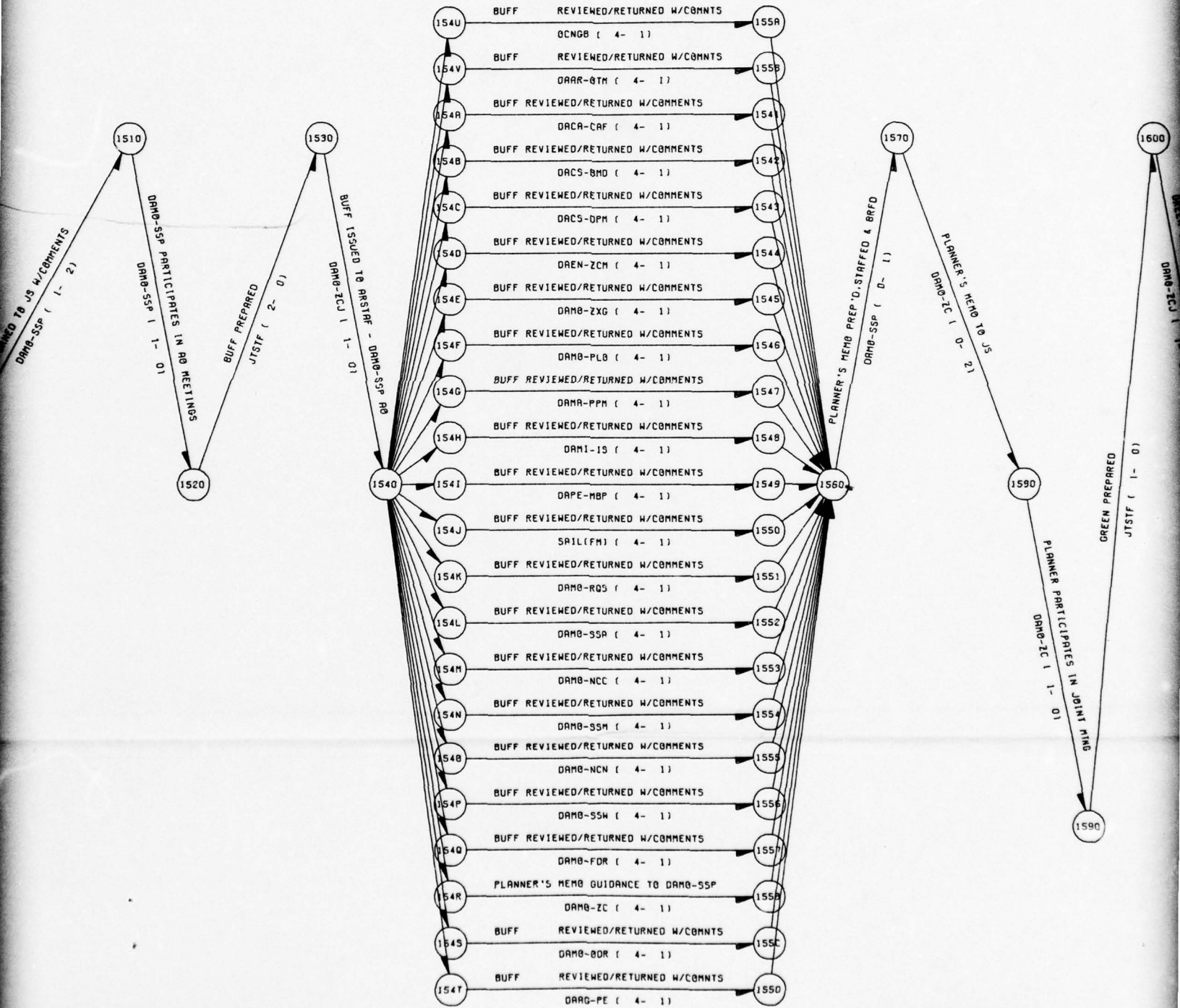


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MULTIPLE ITERATIONS POSSIBLE/INFO TO

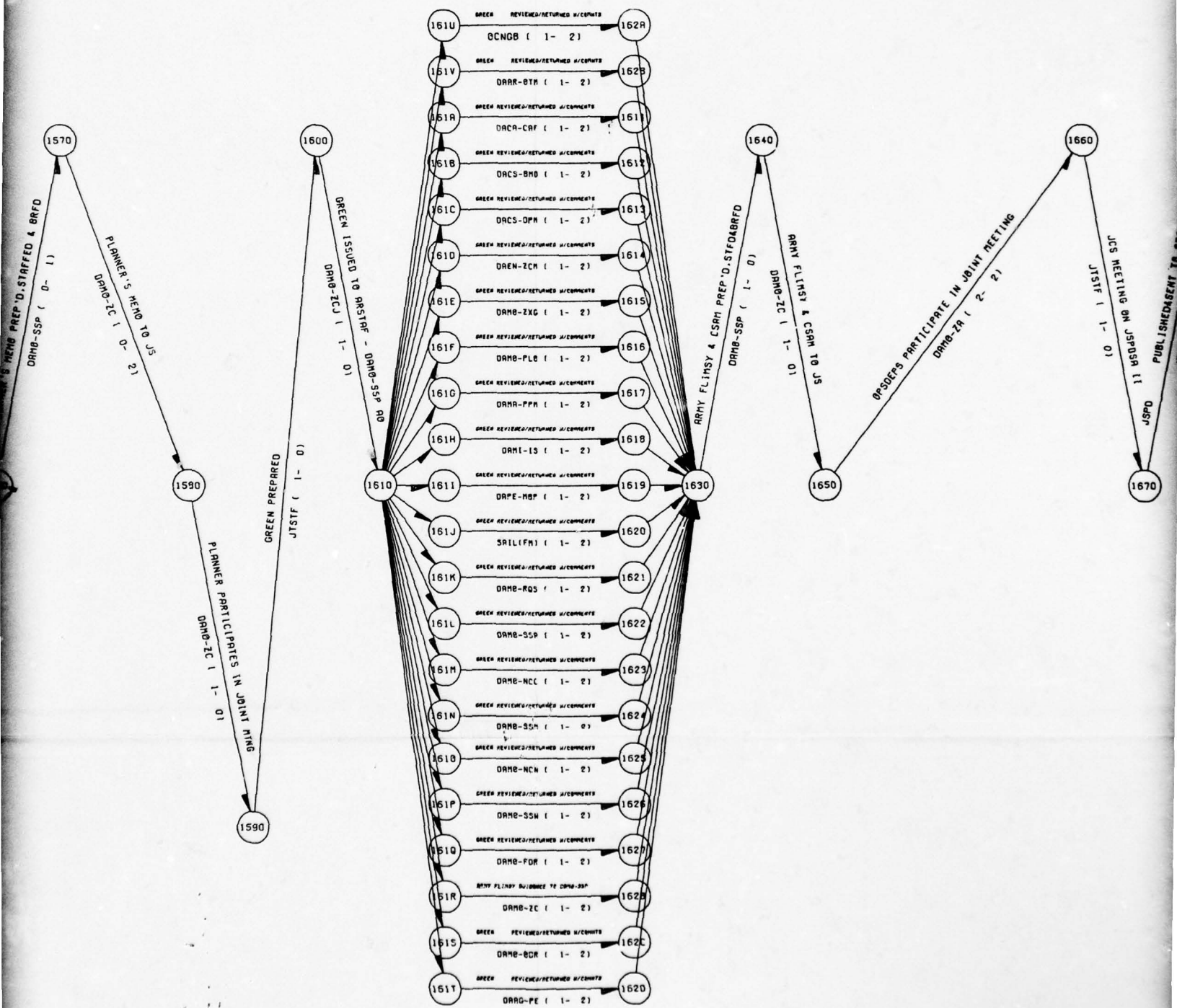
ARMY PLANNER (5- 3)

PLANNER'S MEMO STAFFING KEY ACTION

FOR DAMB-SSP (5- 3)

MULTIPLE ITERATIONS POSSIBLE/INFO TO

4



PLANNER'S MEMO STAFFING KEY ACTION
FOR DRMB-SSP (5- 3)

JSP6

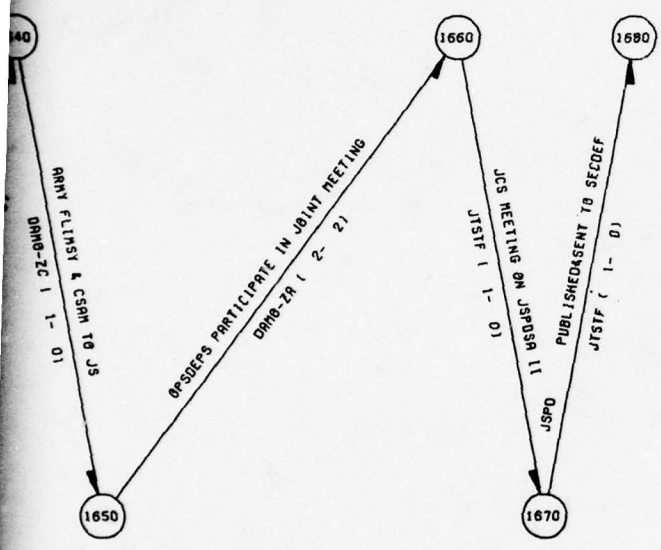
JSP9

MULTIPLE ITERATIONS POSSIBLE/OPSDEP
& DEPOPSDEP (7- 2)

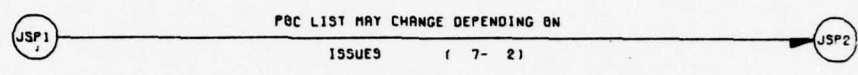
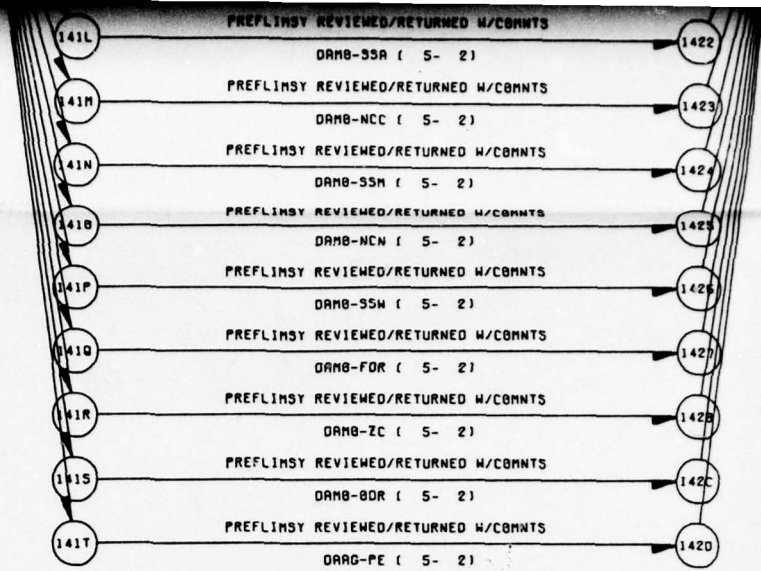
MULTIPLE ITERATIONS POSSIBLE BEFORE

JSP8

5

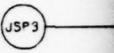
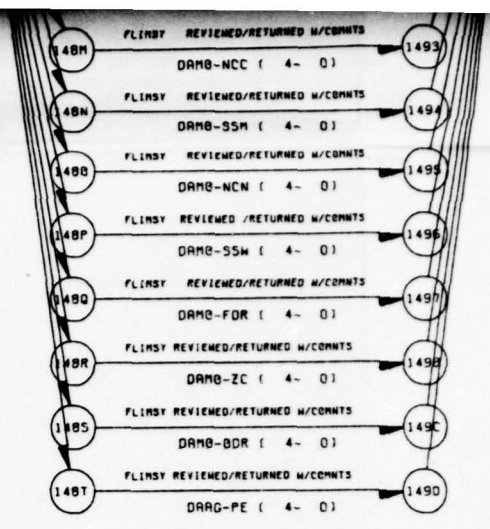
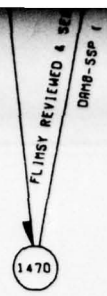
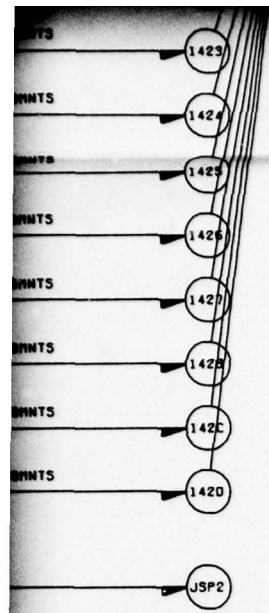


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04SEP79 05SEP79 06SEP79

13SEP79 14SEP79



13SEP79 14SEP79

17SEP79 18SEP79

20SEP79 21SEP79 22SEP79 23SEP79

27SEP79 28SEP79

JSPD DEV

DAMB-SSA (4- 0)
 FLINSY REVIEWED/RETURNED W/COMMENTS 1493
 DAMB-NCC (4- 0)
 FLINSY REVIEWED/RETURNED W/COMMENTS 1494
 DAMB-SSM (4- 0)
 FLINSY REVIEWED/RETURNED W/COMMENTS 1495
 DAMB-NCN (4- 0)
 FLINSY REVIEWED/RETURNED W/COMMENTS 1496
 DAMB-SSM (4- 0)
 FLINSY REVIEWED/RETURNED W/COMMENTS 1497
 DAMB-FDR (4- 0)
 FLINSY REVIEWED/RETURNED W/COMMENTS 1498
 DAMB-ZC (4- 0)
 FLINSY REVIEWED/RETURNED W/COMMENTS 149C
 DAMB-BDR (4- 0)
 FLINSY REVIEWED/RETURNED W/COMMENTS 149D
 DARG-PE (4- 0)

8

DAMB-SSA (4- 1)
 BUFF REVIEWED/RETURNED W/COMMENTS 1553
 DAMB-NCC (4- 1)
 BUFF REVIEWED/RETURNED W/COMMENTS 1554
 DAMB-SSM (4- 1)
 BUFF REVIEWED/RETURNED W/COMMENTS 1555
 DAMB-NCN (4- 1)
 BUFF REVIEWED/RETURNED W/COMMENTS 1556
 DAMB-SSM (4- 1)
 BUFF REVIEWED/RETURNED W/COMMENTS 1557
 DAMB-FDR (4- 1)
 PLANNER'S MEMO GUIDANCE TO DAMB-SSP 1558
 DAMB-ZC (4- 1)
 BUFF REVIEWED/RETURNED W/COMMENTS 155C
 DAMB-BDR (4- 1)
 BUFF REVIEWED/RETURNED W/COMMENTS 155D
 DARG-PE (4- 1)

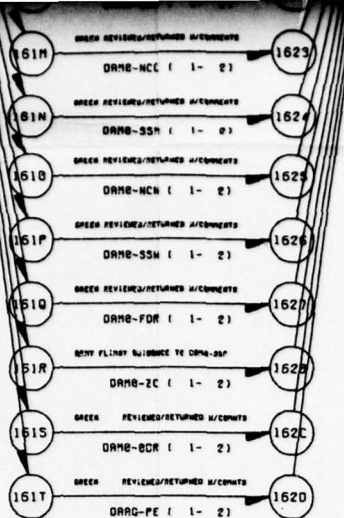
JSP3 ————— MULTIPLE ITERATIONS POSSIBLE/INFO TO ————— JSP4
 ARMY PLANNER (5- 3)

JSP5
 JSP7

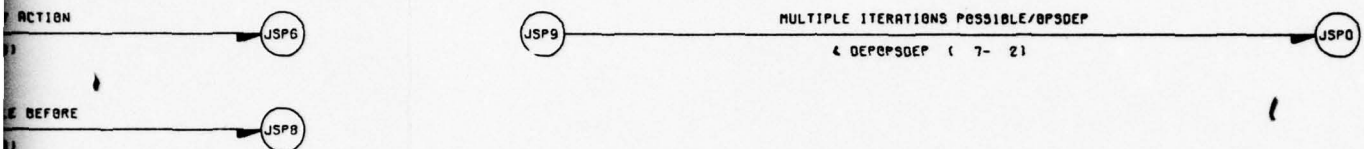
27SEP79 28SEP79 01OCT79 02OCT79 04OCT79 05OCT79 06OCT79 11OCT79

JSPD DEVELOPMENT PROCESS PROJECTION CY 79

NETWORK E



10



170CT79 170CT79 190CT79 190CT79 220CT79 230CT79 240CT79 250CT79 290CT79 300CT79 310CT79

ANNEX II

PROGRAMING NETWORKS

INTRODUCTION. The programing network diagrams were developed over a period of two POM cycles (FY 80-84 and FY 81-85). Seven network diagrams are included here to describe the sequence and timing of programing activities. Three of the diagrams depict the activities that occurred during FY 80-84 POM development and that have not changed substantially (the FY 81-85 POM development schedule may cause minor date changes for some activities in these processes): Program Force Development, LOGSACS, and POM Issue Cycle. Three of the networks depict processes as specifically scheduled for FY 81-85 POM development. One depicts major POM development activities; some of these activities changed significantly after FY 80-84 POM development, and a new network was developed to reflect current procedures. The other two depict the Procurement and RDTE Appropriation Development processes and also were revised to reflect FY 81-85 schedules. All six of these networks combine to provide a current picture of Army programing activities. The seventh network which depicts the PARR Development Process is included to provide an indication of the type of effort conducted in the field to support Army programing; the network depicts the TRADOC experience in developing FY 80-84 PARR input. Recent changes have altered the form of the PARR and created the requirement for a PABE submission--see Chapter 4, paragraph 4-3d(3), page 4-19. These changes should alter significantly MACOM schedules; no current information was available for the Study Group to revise the network.

NETWORK

Network F

Program Force Development Process

PURPOSE. The process uses the combat force provided by Army Planners as the basis for determining a total Army force structure suitable for program development.

DESCRIPTION. The US Army Concepts Analysis Agency (CAA) is tasked in May to perform Total Army Analysis (TAA), almost one year prior to POM publication. At that time, the combat and selected combat support portions of the force are forwarded for analysis and determination of combat service support (CSS) requirements. Since TAA is an annual requirement, CAA analysts begin preparation of the data base to be used in computerized combat simulations prior to receipt of the formal tasking directive in late May. Approximately three months are spent obtaining and encoding data for use in analytical models. In mid-June, this data is used in the Transportation Model (TRANSMO) to generate a deployment schedule. In generating this deployment schedule, lift requirements for CSS units are estimated--since the purpose of TAA is to determine CSS unit requirements. Beginning about mid-June, the Concepts Evaluation Model (CEM) is used to simulate theater level combat and generate CSS workloads. The CEM output becomes input for the FASTALS Model which determines CSS unit requirements. When CSS unit requirements are determined, the TRANSMO is employed again to check the deployability of the total force; recall that estimates of the movement requirements for CSS units were used to generate the original deployment schedule. If the results of this quality check indicate a problem, the deployment schedule must be regenerated and the process repeated. After a satisfactory result is obtained, the Computer-Assisted Match Program (CAMP) Model is used to compare unit requirements with current force projections. The results of the force match are sent to ODCSOPS in late August with unit shortages and excesses detailed. In September and early October, the total requirements generated through TAA are subjected to intensive analysis/review by ARSTAF action officers in order to achieve a force structure which is within projected resource constraints. In early October, the force is checked to insure that it conforms with documentation found in The Army Authorization Documents System (TAADS) and Table(s) of Organization and Equipment (TOE) data files. In mid-October, the force--referred to as the Program Master Force (M-Force)--is released for program development.

CAA-SR-79-6

CRITICAL MILESTONES. The major milestone events are the forwarding of force input to CAA in late May, the forwarding of TAA results to ODCSOPS in late August, and the "freezing" of the force for program development purposes on/about 15 October.

LINKAGE TO OTHER NETWORKS. The force development process connects with the network depicting the LOGSACS Process at node L14A.

T10R

T14P

TASKING DIRECTIVE TO USACAR
DARG-FDI

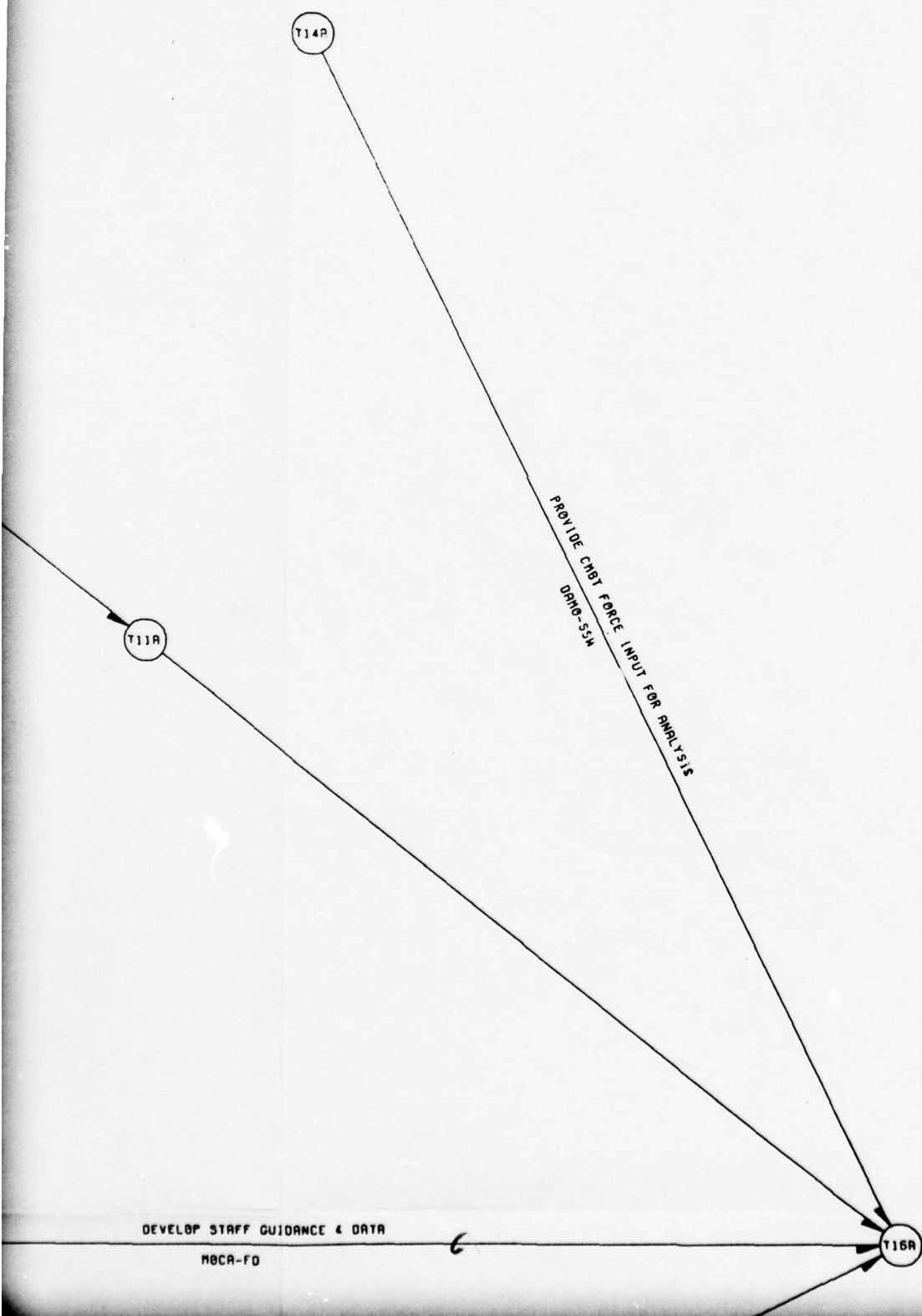
T11R

T12R

DEVELOP STAFF GUIDANCE & DATA

MBCA-FD

2



3

CODE DATA FOR INPUT TO ANAL MODEL

MECA-FD (10- 4)

T17A

GENERATE DEPLOYMENT SCH

MECA-FD (10- 4)

4

T17A

GENERATE DEPLOYMENT SCHED (TRANSMC)

MCCP-PD (4- 2)

T19A

A

T12A

DEVELOP STAFF GUIDANCE & DATA

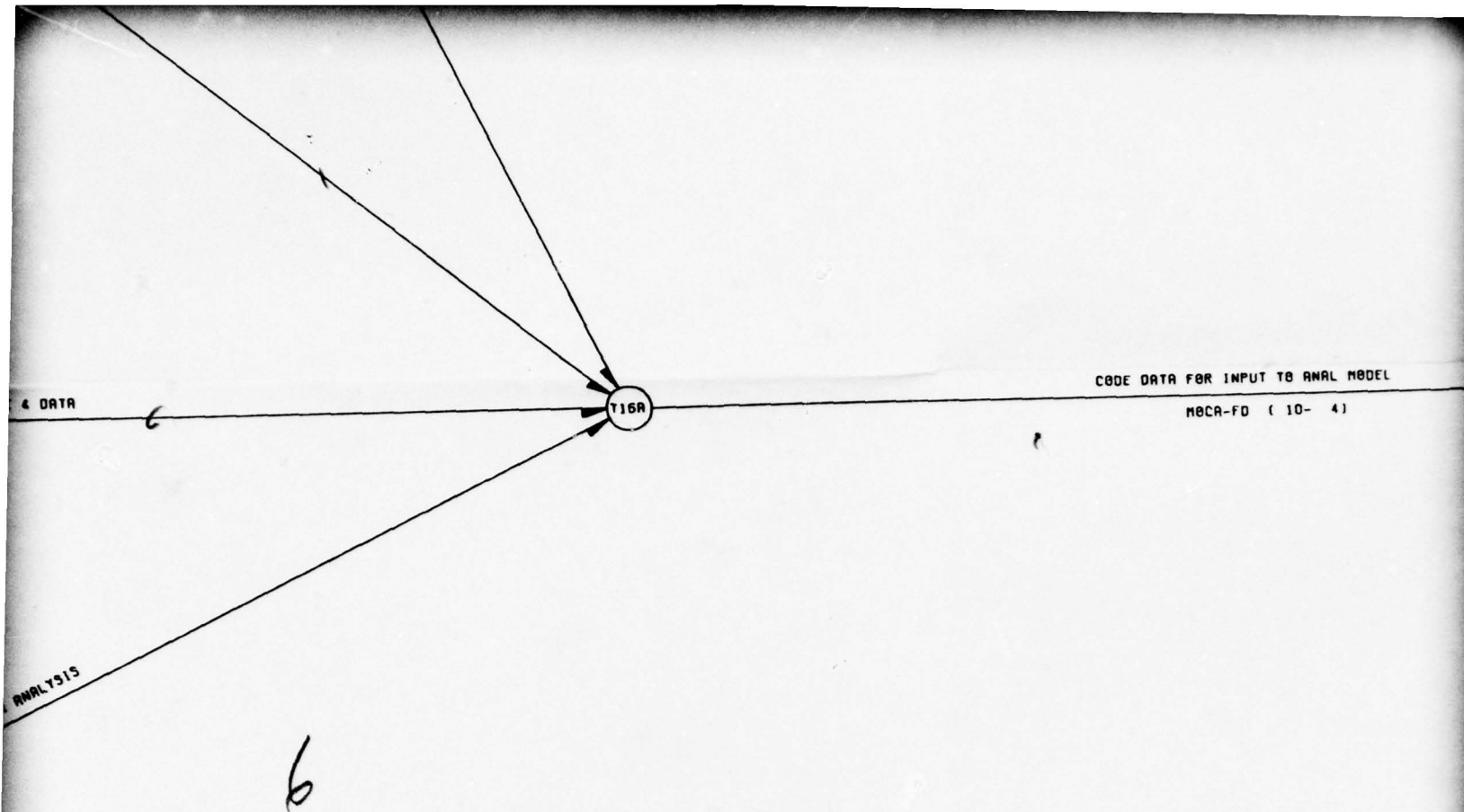
MOCA-FD

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DETERMINE REFOR BASIS FOR ANALYSIS
MOCA-FD

T13A

23MAY77



01 JUN 77

PROGRAM FORCE DEVELOPMENT PROCESS

NETWORK F

Page 1 of 3

IDE DATA FOR INPUT TO ANAL MODEL

MECA-FD (10- 4)

T17A

GENERATE DEPLOYMENT SCHED (TRANSMD)

MECA-FD (4- 2)

T18A

7

15 JUN77

21 JUN77

MENT PROCESS

T17A

GENERATE DEPLOYMENT SCHED (TRANSME)

MCCR-FD 1 4- 21

T19A

A

8

15 JUN 77

21 JUN 77

T24B

FWD TAA MATCH FORCE TO DAMB-RDR
DAMB-FDF (0- 0)

T24A

B

SEND MATCH TAPE TO HQDR(DAMB-FDF)
HQDR-FD (1- 2)

2

A

GENERATE CSS WORKLOADS (CEM MODEL)

MOCA-FD (17- 7)

3

T19R

DETERMINE CSS UNIT RIGHTS (FR

MRCA-FO (11- 6)

15 JUL 77

PROGRAM

4

DETERMINE CSS UNIT RQMTS (FASTALS)

MECA-FD (11- 6)

T20A

CHECK FORCE DEPLOY

MECA-FD

01AUG77

PROGRAM FORCE DEVELOPMENT PROCESS

NETWORK F

Page 2 of 3

5

R

T20A

CHECK FORCE DEPLOYABILITY (TRANSMO)

MECA-FD (7- 2)

T21A

PERFORM TROOP LIST MATCH & ADJ BASE

MECA-FD (4- 2)

T22A

01AUG77

10AUG77

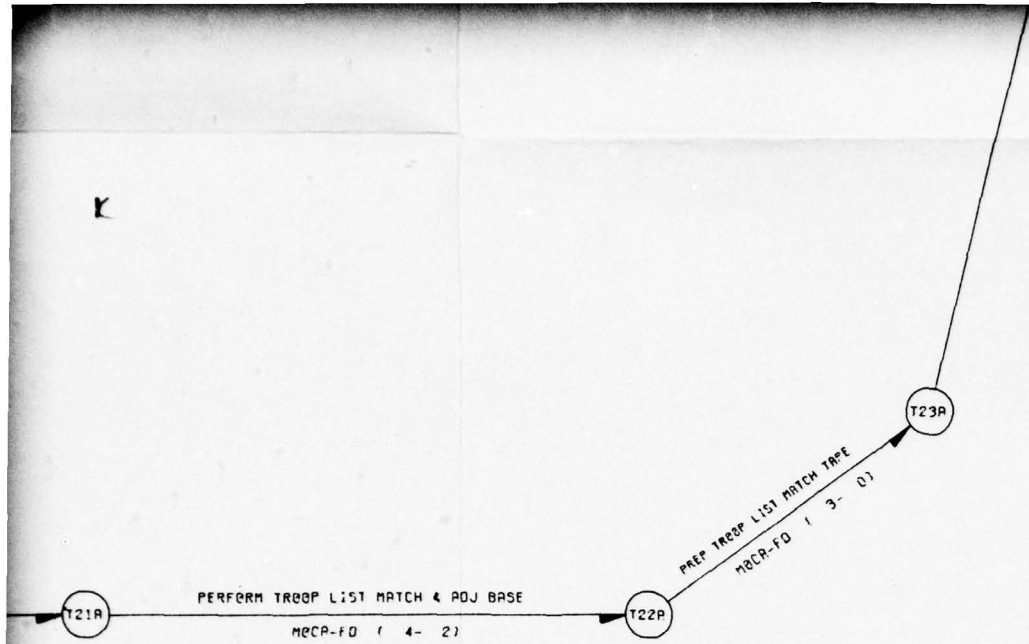
15AUG77

PROCESS

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6



10AUG77

16AUG77

19AUG77

22AUG77

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B

PERFORM INITIAL FORCE SCRUB

DABQ-FDF (10- 5)

T25P

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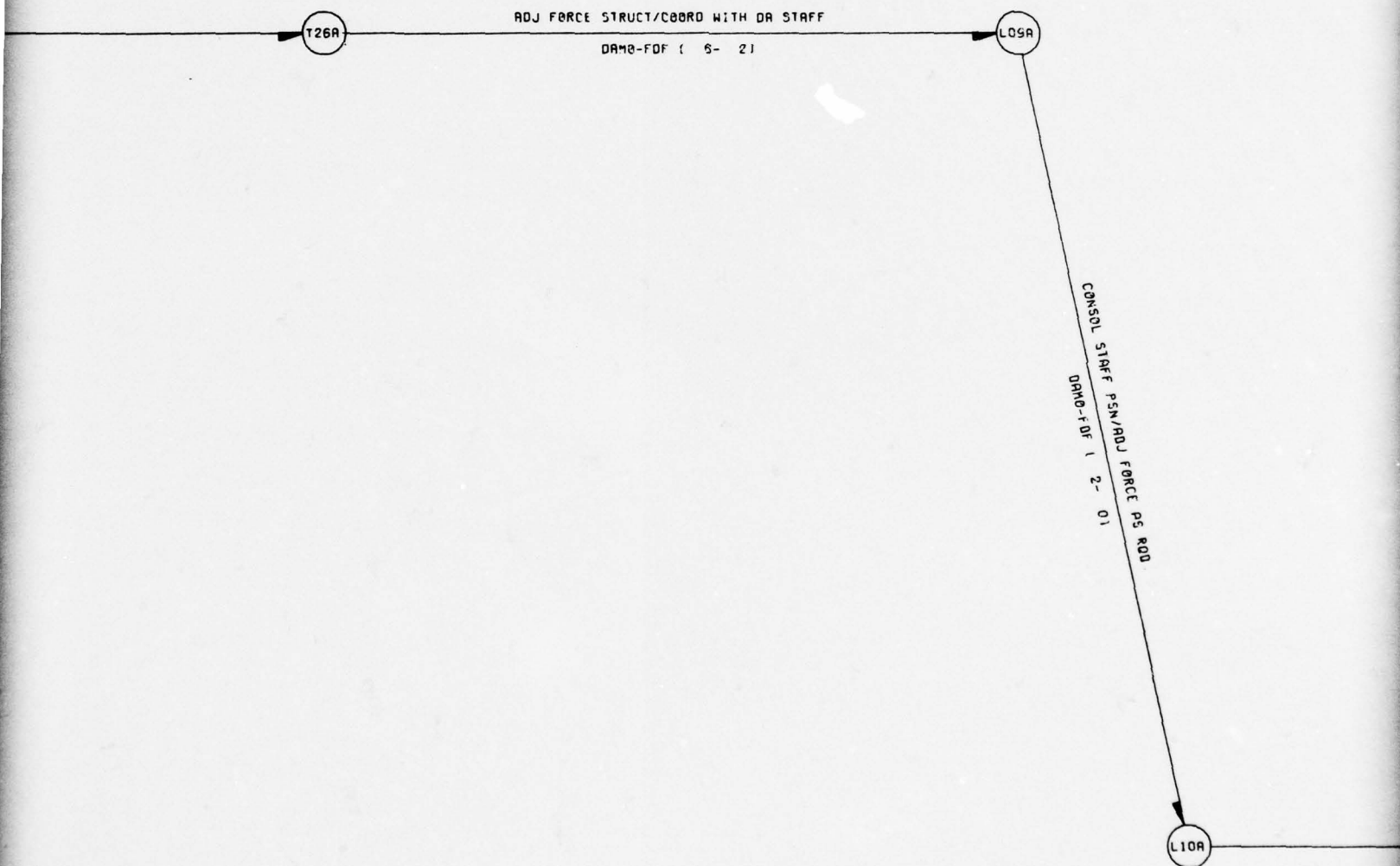
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ORAB-FDF (10- 4)

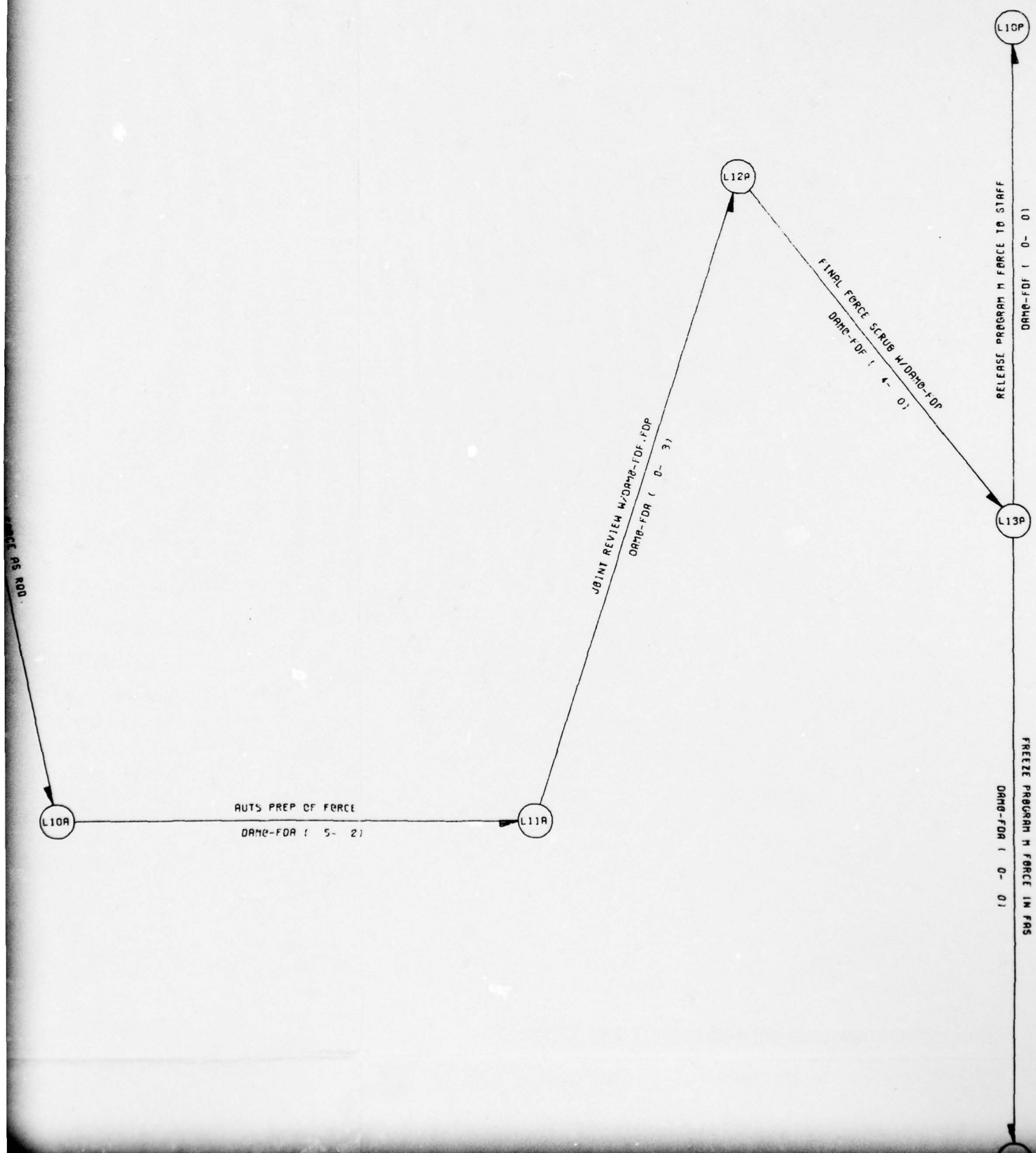
T25P

T26A

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4



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06SEP77

PROGRAM I

6

20SEP77

20SEP77

PROGRAM FORCE DEVELOPMENT PROCESS
NETWORK F
Page 3 of 3

7

28SEP77

30SEP77

07OCT77

10OCT77

L14R

B

070CT77

100CT77

140CT77

NETWORK

Network G

LOGSACS Process

PURPOSE. This process is designed to compute the materiel required to equip the program force.

DESCRIPTION. After the Program M-Force is input into the Force Development Management Information System (FDMIS), the process begins with preparation of the force file for computational purposes. Units projected as unmanned and unequipped (COMP 4 Units) and units included in FAS "for display purpose only" are removed. Quality checks are conducted to insure that TAADS/TOE data files and the force structure file are consistent. The Program M-Force as revised for LOGSACS computation is referred to as the L-Force. The L-Force tape is forwarded to the computational agency (USAMSSA) about 20 October. This force tape is merged with TAADS/TOE data files in order to calculate the materiel requirements for the force structure according to approved TAADS/TOE documents. These calculations are referred to as "1st Stop Results." The results are analyzed by ARSTAF personnel to assess product quality. If errors are discovered, the force structure or TAADS/TOE files may require revision and "1st Stop" results may be recalculated. The "1st Stop" results are forwarded to DESCOM (for use in validating requisitions) in late October. If "1st Stop" results appear normal, Basis of Issue Plan (BOIP) and Short Hand Notes (SHN) data files will be merged with the other data files to reflect materiel changes projected due to force modernization, authorization document changes, etc. The computation of materiel requirements will, thus, be based on the best estimate of ARSTAF analysts as to what the Army will be equipped with during the program years. The first run of these final computations is normally available to ODCSOPS analysts about 1 November. The results are analyzed and corrections/revisions are made to data files as needed. Three iterations of this correction/revision/update procedure are normally performed before the LOGSACS results are released on 1 December.

CRITICAL MILESTONES. The early availability of LOGSACS data is essential to program development. The key event, therefore, is the required input (Program M-Force). Any delay in receipt of the force structure may result in a delay in the availability of the LOGSACS tape. It should be noted that LOGSACS computations are based on the 30 September updates to TAADS/TOE files. Any change aimed at beginning LOGSACS computations earlier should be analyzed

CAA-SR-79-6

in light of the fact that this would require computations to be based on an earlier update of TAADS/TOE files.

LINKAGE TO OTHER NETWORKS. This process links to the Program Force Development Process at node L14A and to the Procurement Appropriation Development Process at node N90K.

Network G

LOGSACS Process

PURPOSE. This process is designed to compute the materiel required to equip the program force.

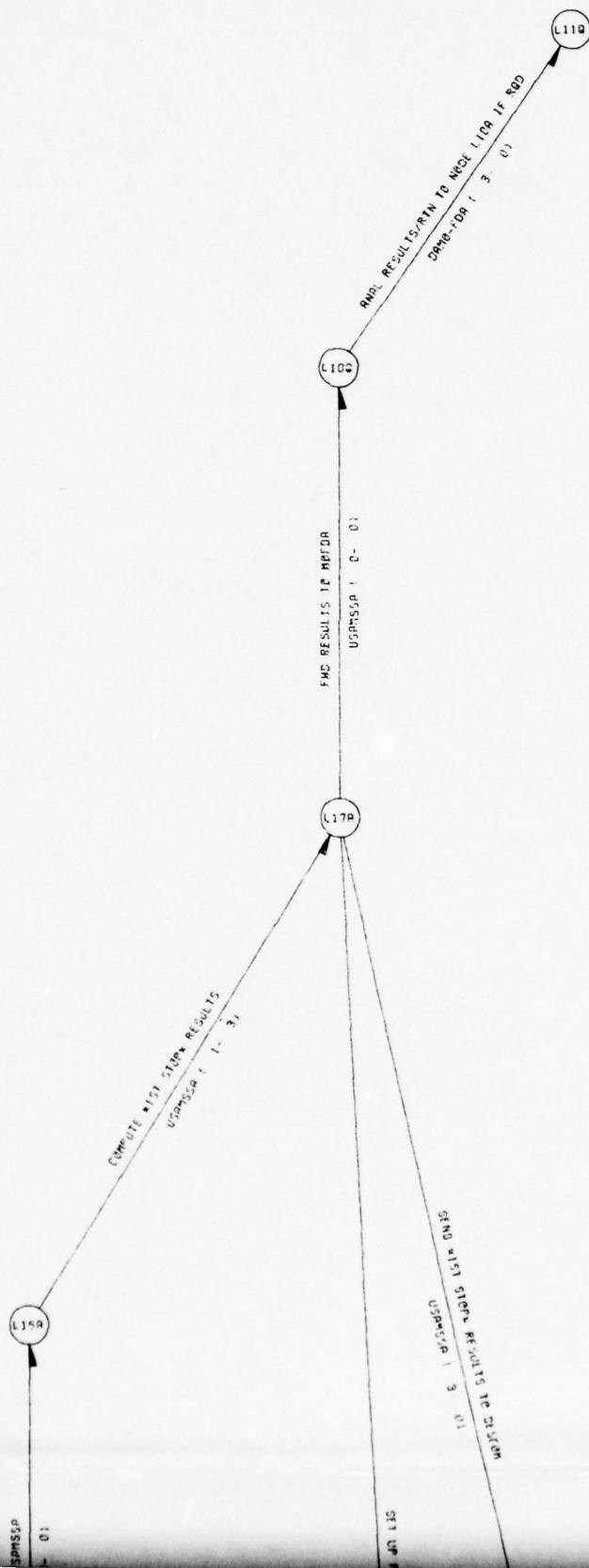
DESCRIPTION. After the Program M-Force is input into the Force Development Management Information System (FDMIS), the process begins with preparation of the force file for computational purposes. Units projected as unmanned and unequipped (COMP 4 Units) and units included in FAS "for display purpose only" are removed. Quality checks are conducted to insure that TAADS/TOE data files and the force structure file are consistent. The Program M-Force as revised for LOGSACS computation is referred to as the L-Force. The L-Force tape is forwarded to the computational agency (USAMSSA) about 20 October. This force tape is merged with TAADS/TOE data files in order to calculate the materiel requirements for the force structure according to approved TAADS/TOE documents. These calculations are referred to as "1st Stop Results." The results are analyzed by ARSTAF personnel to assess product quality. If errors are discovered, the force structure or TAADS/TOE files may require revision and "1st Stop" results may be recalculated. The "1st Stop" results are forwarded to DESCOM (for use in validating requisitions) in late October. If "1st Stop" results appear normal, Basis of Issue Plan (BOIP) and Short Hand Notes (SHN) data files will be merged with the other data files to reflect materiel changes projected due to force modernization, authorization document changes, etc. The computation of materiel requirements will, thus, be based on the best estimate of ARSTAF analysts as to what the Army will be equipped with during the program years. The first run of these final computations is normally available to ODCSOPS analysts about 1 November. The results are analyzed and corrections/revisions are made to data files as needed. Three iterations of this correction/revision/update procedure are normally performed before the LOGSACS results are released on 1 December.

CRITICAL MILESTONES. The early availability of LOGSACS data is essential to program development. The key event, therefore, is the required input (Program M-Force). Any delay in receipt of the force structure may result in a delay in the availability of the LOGSACS tape. It should be noted that LOGSACS computations are based on the 30 September updates to TAADS/TOE files. Any change aimed at beginning LOGSACS computations earlier should be analyzed

CAA-SR-79-6

in light of the fact that this would require computations to be based on an earlier update of TAADS/TOE files.

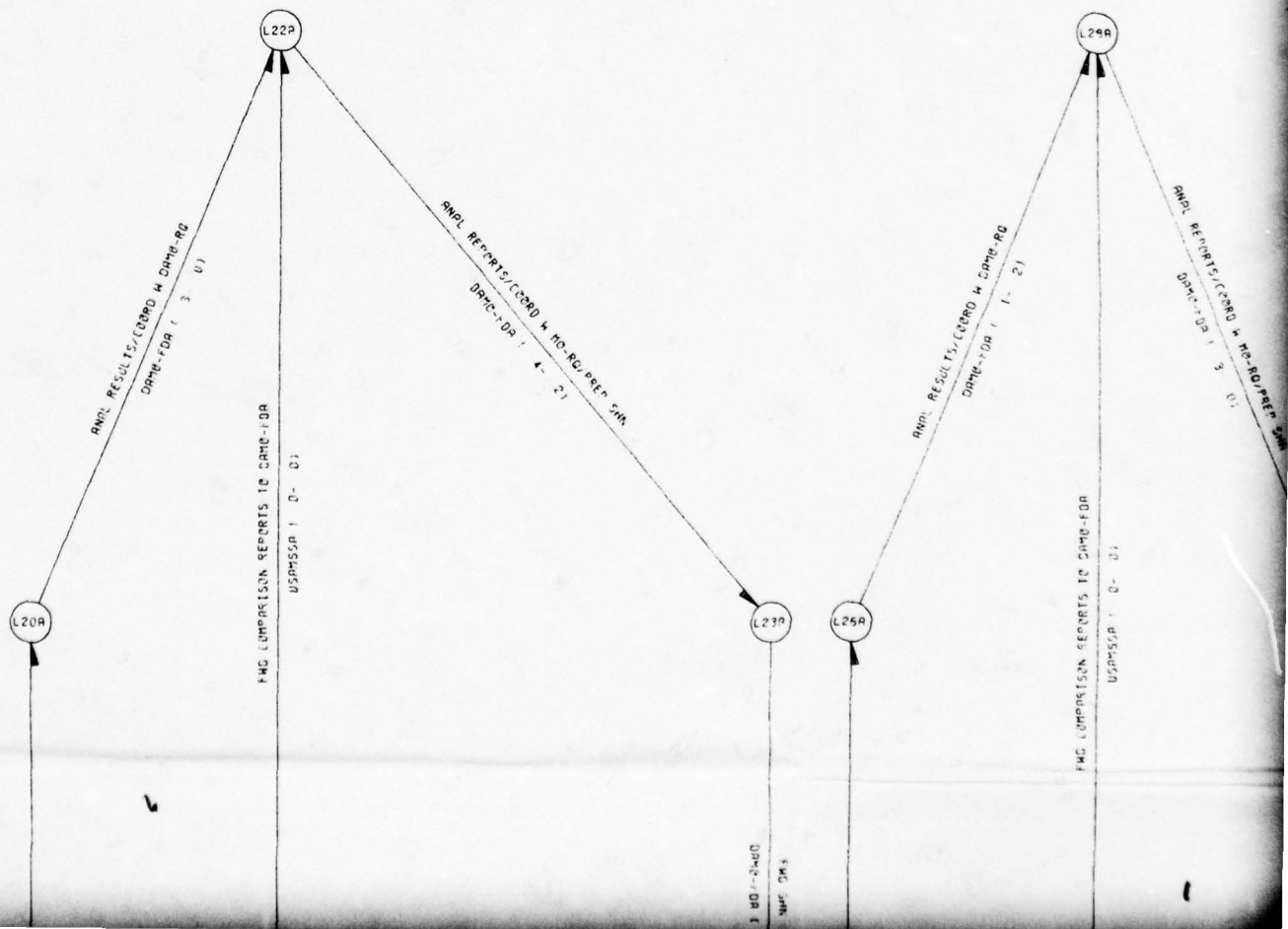
LINKAGE TO OTHER NETWORKS. This process links to the Program Force Development Process at node L14A and to the Procurement Appropriation Development Process at node N90K.



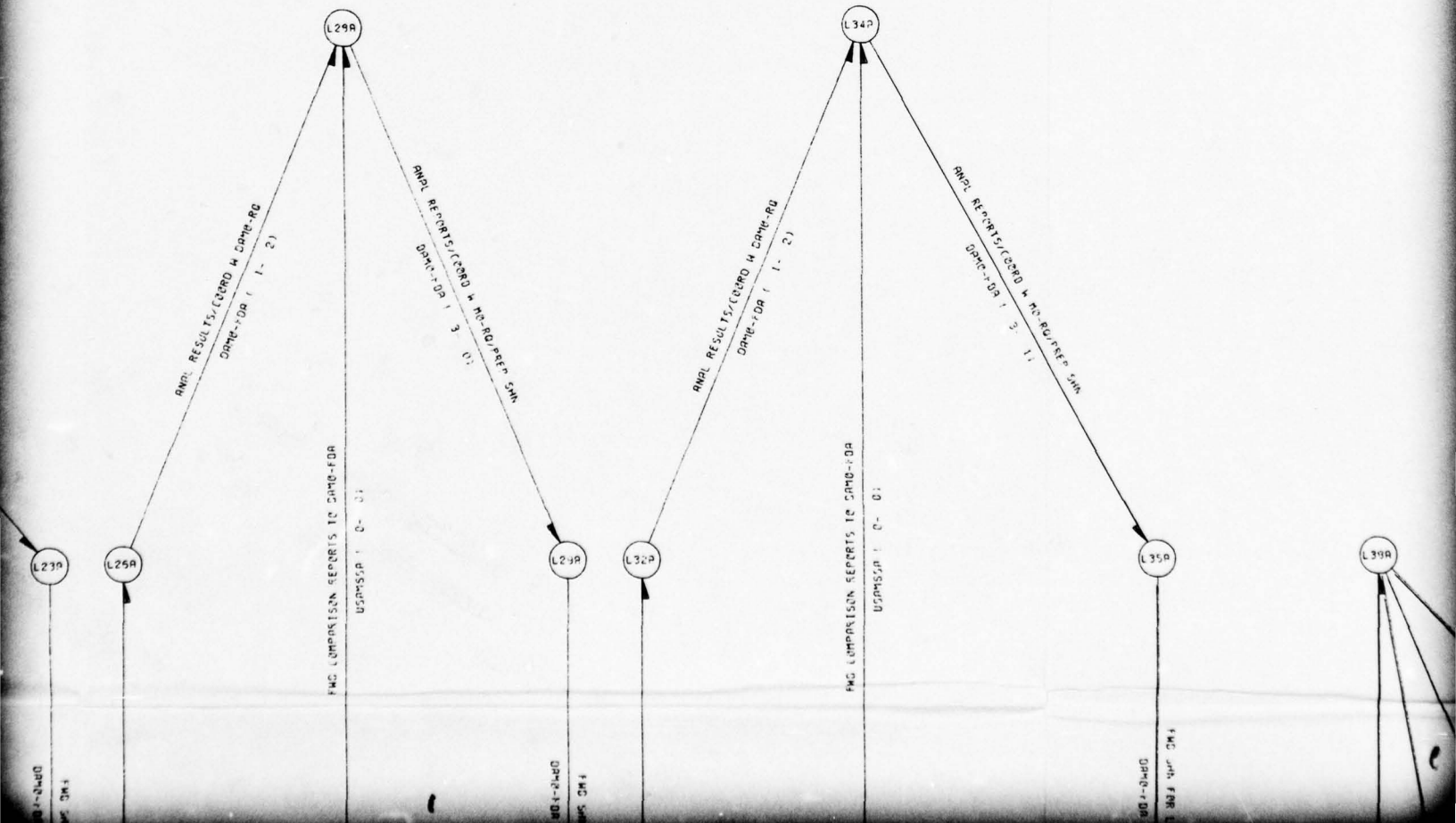
ANAL RESULTS/COORD M
DATA-TOA

L20A

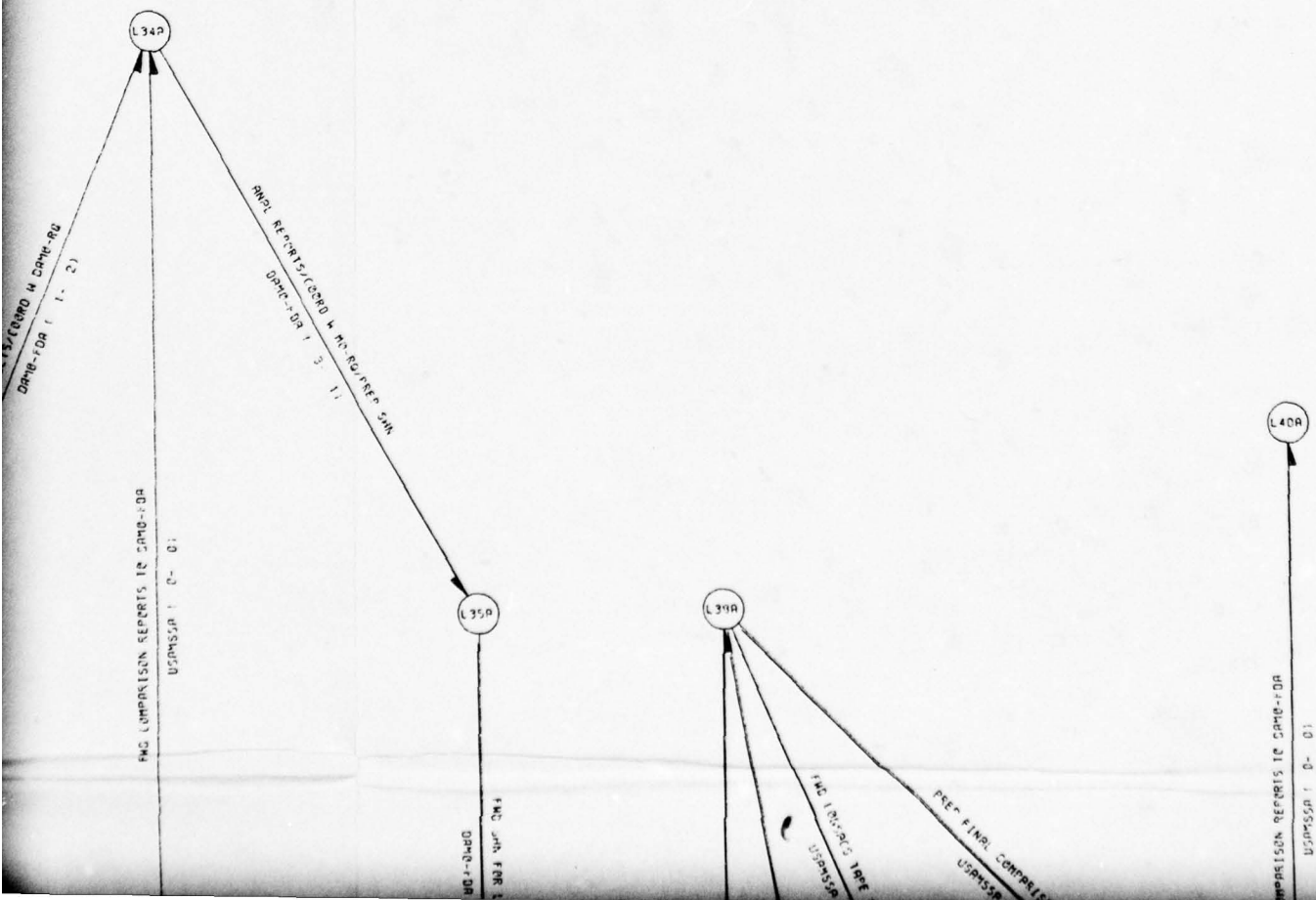
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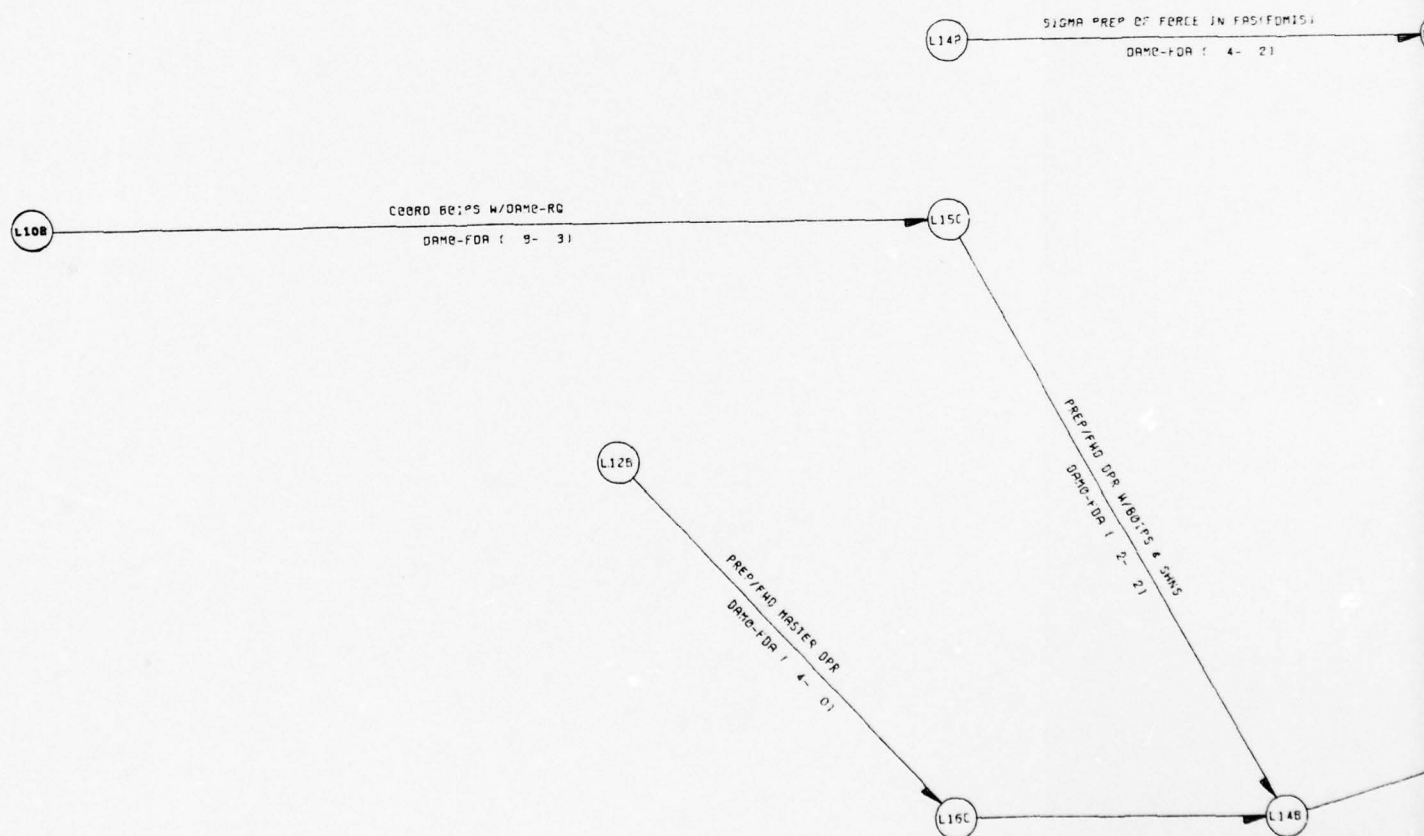
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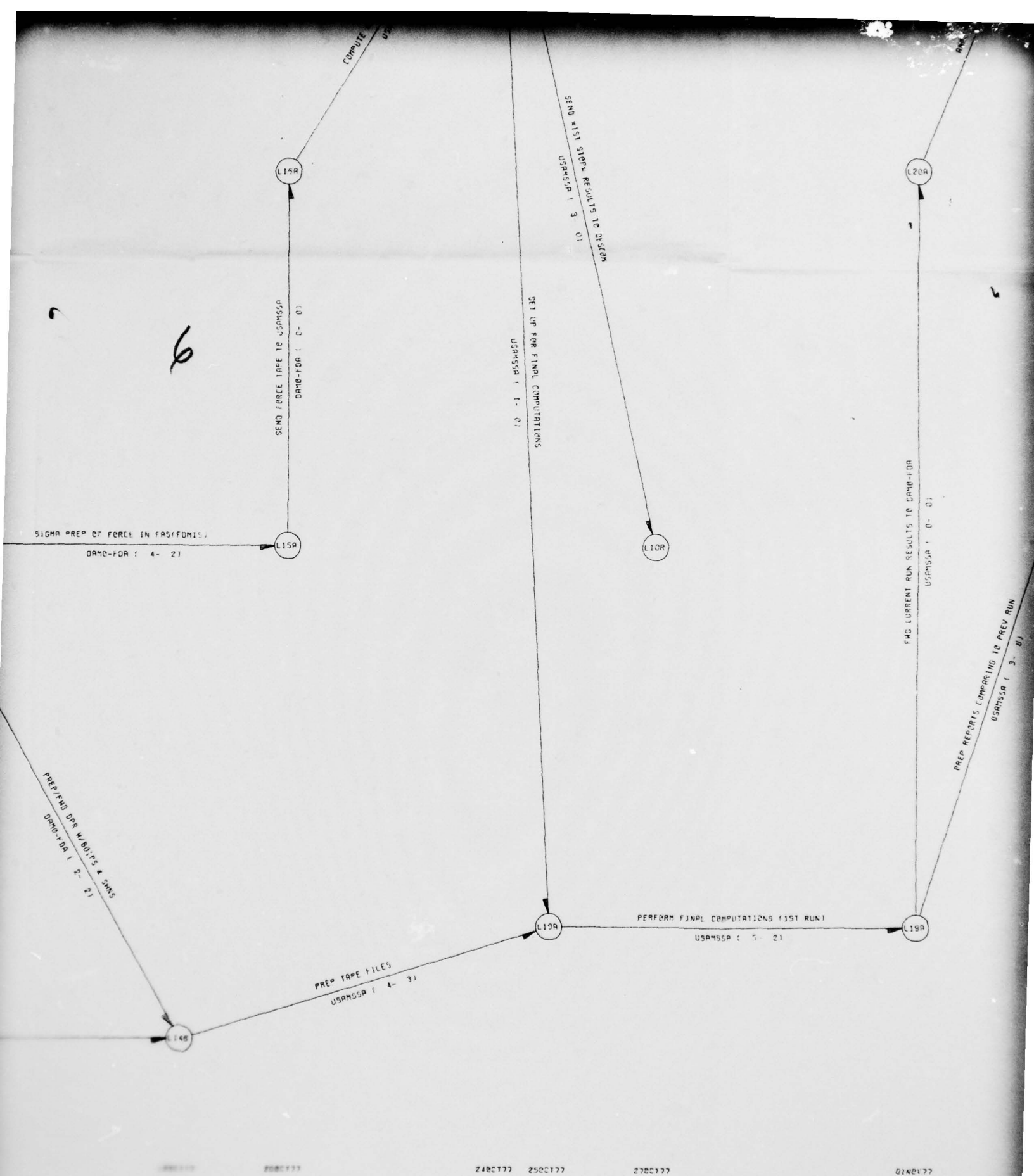


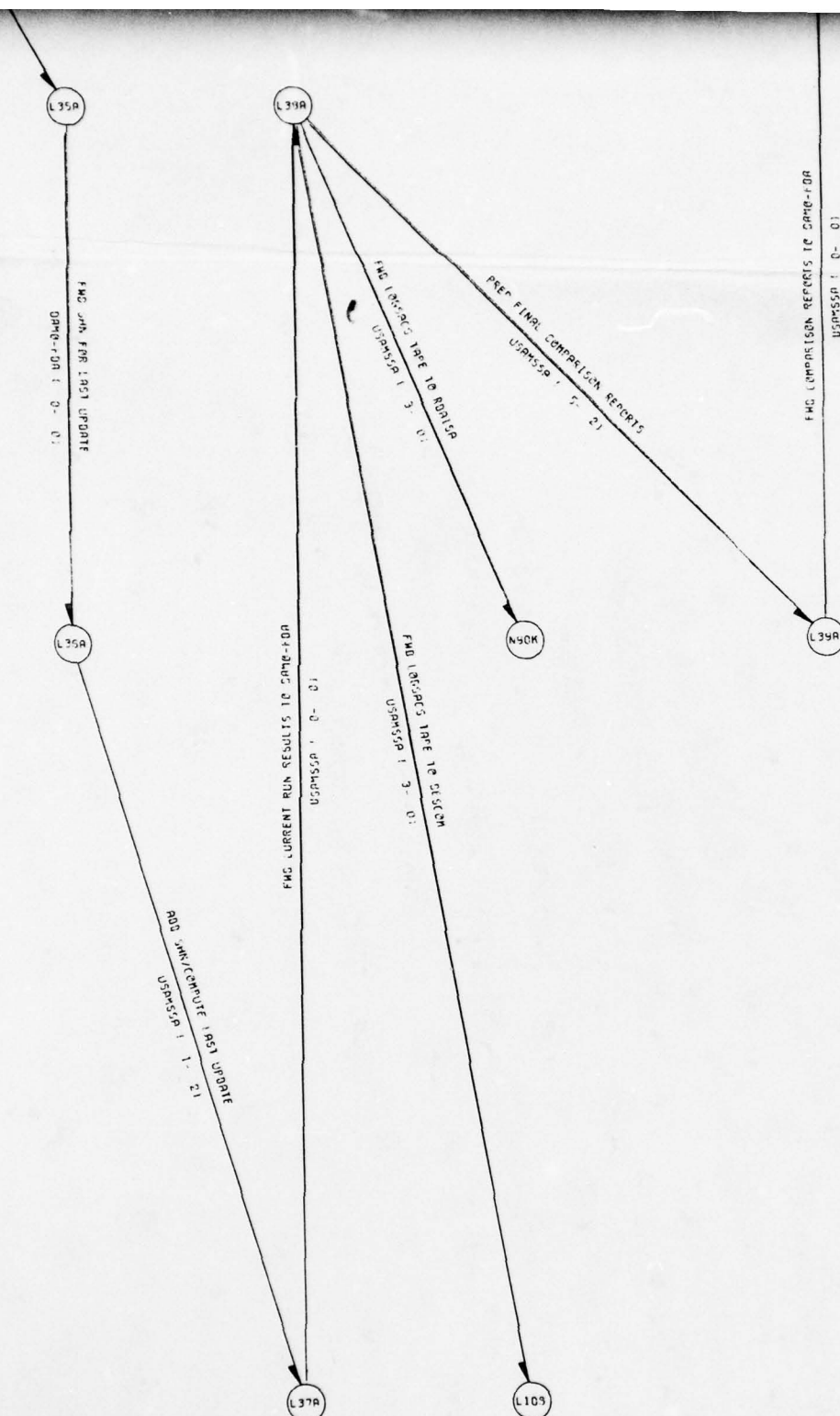
1030177

1400177

1900177

SEND FORCE TAP TO USMSSA





25NOV77

28NOV77

01DEC77

05DEC77

9

NETWORK

Network H

Procurement Appropriation Development Process

PURPOSE. This process is designed to develop the procurement appropriation portion of the POM.

DESCRIPTION. In October and November, various types of materiel requirement data are gathered and forwarded to the US Army Management Systems Support Agency (USAMSSA). The materiel requirements of the Program Force are detailed in the LOGSACS tape which is available about 1 December. All requirements data are combined in determining the Authorized Acquisition Objective (AAO). The computation of the AAO requires about two weeks. The AAO results are forwarded to DARCOM in mid-December and these results provide a basis for development of the Army Materiel Plan (AMP). The first draft AMP is completed by Materiel Readiness Commands (MRC) and coordinated at HQ, DARCOM in mid-January. A joint review of the AMP is conducted in late January. This review is conducted at the MRC. DA, DARCOM, and MRC action officers participate in the coordination effort. After the review, the MRC produce the final AMP. It is forwarded in early February to DARCOM and to HQDA where it is interfaced with the Procurement Data Base (PDB), a MIS maintained at ODCSRDA to assist in program development. An iterative process is then followed to refine the AMP. The results are presented to the Research, Development, and Acquisition Committee (RDAC) in late March.

CRITICAL MILESTONES. It is difficult to specify critical milestones in this process since virtually all activities after 1 December are critical. Any delay in AAO computation or AMP development may impact the entire programing sequence since, to a significant extent, scheduling of key program reviews (Functional and Appropriation Reviews) is keyed to the completion of activities in this process. DARCOM uses the 1st draft AMP as a basis for PARR input prior to the Functional Review, and results of the RDAC Review are needed during the Appropriation Review. The availability of the LOGSACS tape on 1 December is necessary for AAO and AMP procedures to progress as scheduled.

CAA-SR-79-6

LINKAGE TO OTHER NETWORKS.* The procedure is linked to the LOGSACS process at node N90K.

*This network was developed in coordination with ODCSRDA personnel who desired to use it as a management/scheduling tool and as a model for analysis in the AMP Improvement Study. At their request, a projected CY 79 schedule of major POM development activities was included as part of the network. In some cases, the dates of those activities may differ slightly from those shown in Network K (Master POM Development Process) which reflects a more current schedule.

6



1



PREP 1ST DRAFT PAPFOM

DACS-DPO (17- 51

6

2

PREP 1ST DRAFT PAPFOM
DACS-DPO (17- 9)

XX07

PWC 10 PPM 0005
DACS-DPO (1- 0)

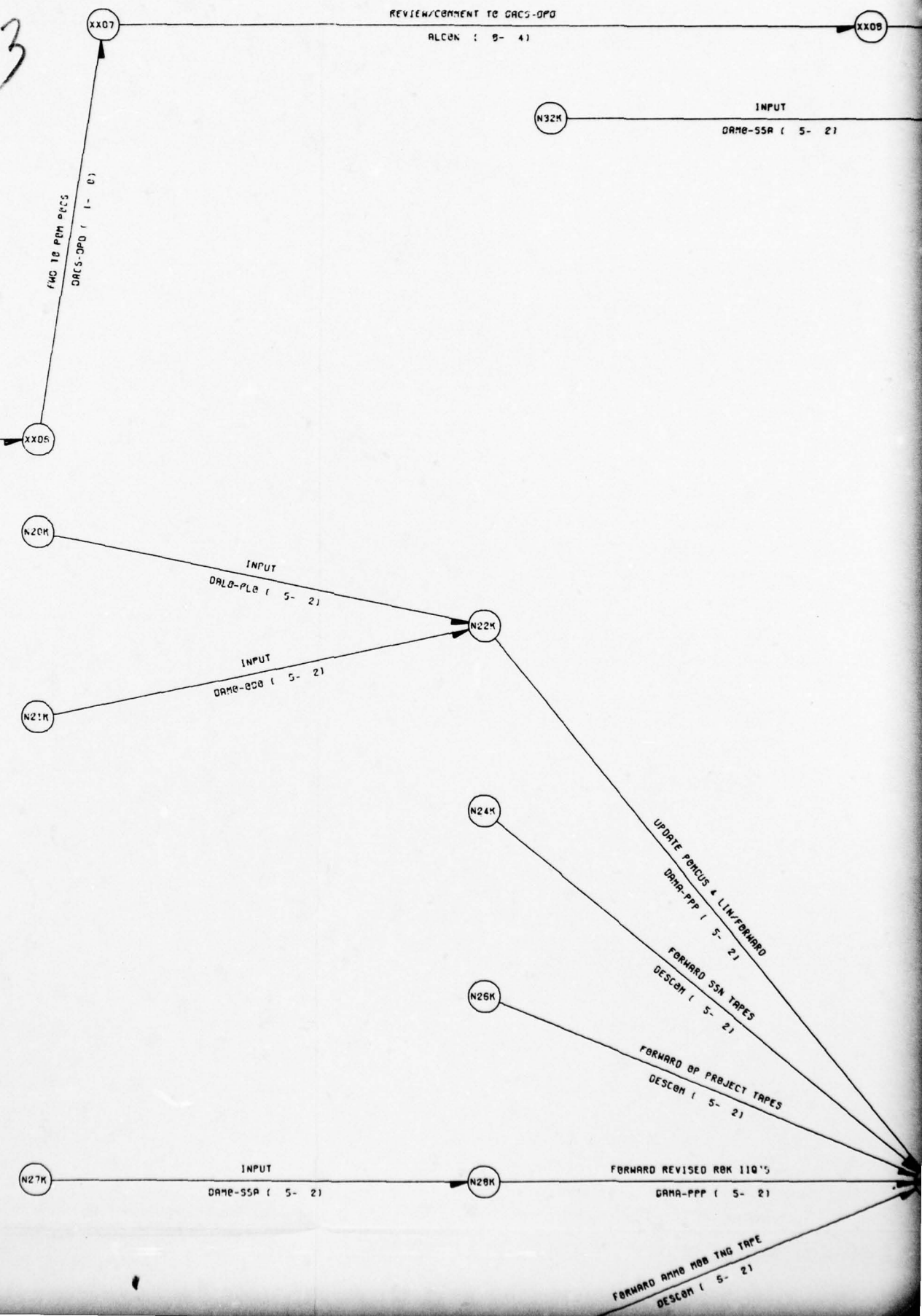
XX06

N20K

N21K

N27K

3



DEFEND BUDGET (OPS APPEALS, ETC)

ALCON (54- 27)

A

W/COMMENT TO DCS-DPD

XXOB

B

ALCON : 9- 4)

INPUT

N32K

DAMB-SSA (5- 2)

N33K

C

4

N22K

N24K

N25K

N29K

N31K

D

UPDATE POCUS & LINFORWARD
DAMB-PPP (5- 2)

FORWARD SSN TAPES
DESCON (5- 2)

FORWARD OP PROJECT TAPES
DESCON (5- 2)

FORWARD REVISED ROK IIQ'S
DAMB-PPP (5- 2)

FORWARD AMB MOB TNG TAPE
DESCON (5- 2)

5

U

N10K

RCMD CHANGES TO AMP/PDB FORM
DANS-PAT (4- 3)

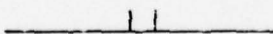
N11K

RCMD CHANGES TO AMP/PDB FORM
HWC (4- 3)



27SEP78

J4RCT78



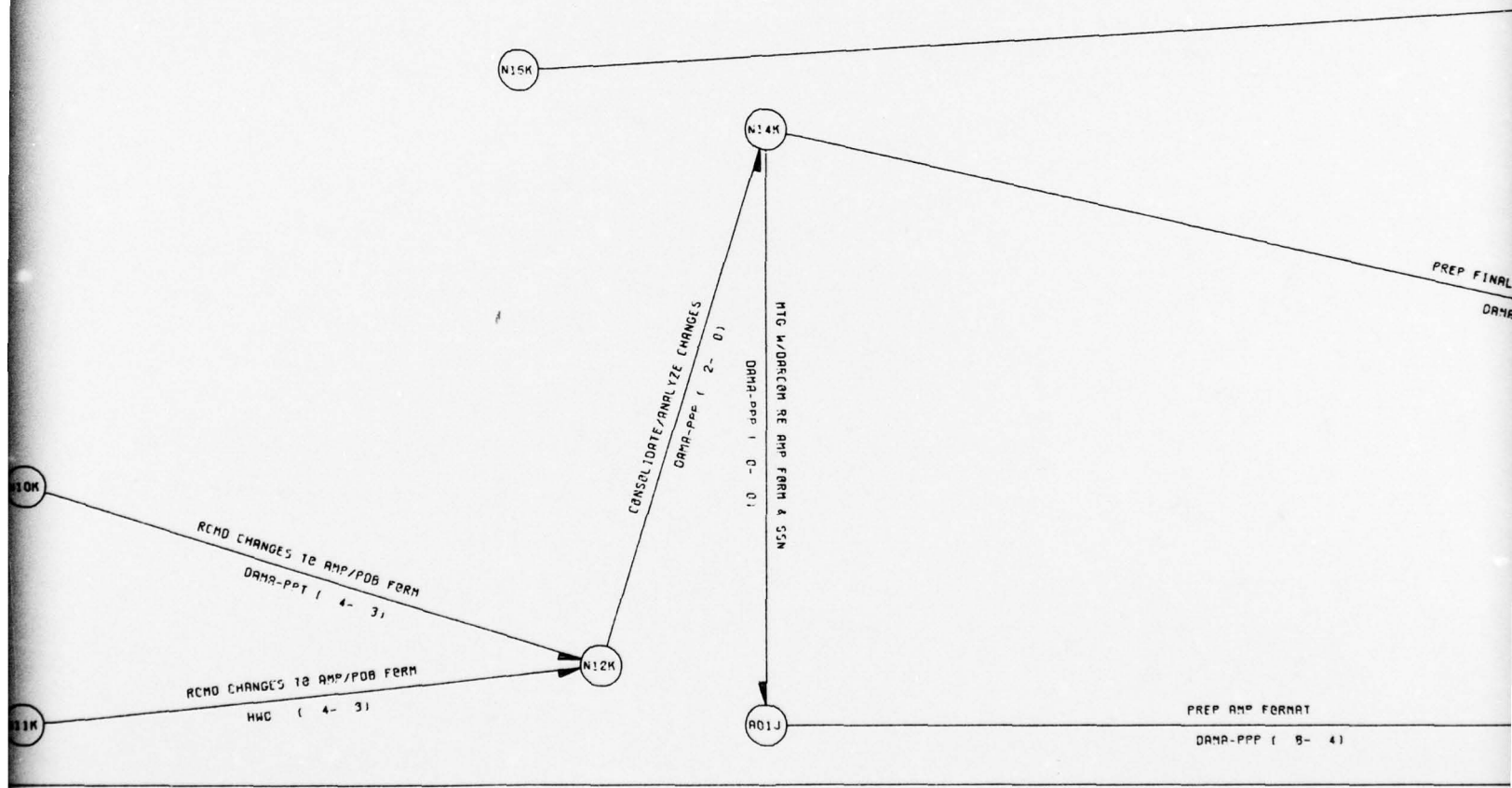
PROCURE

N27K

INPUT

DAMP-SSA (5

6



100C178

110C178

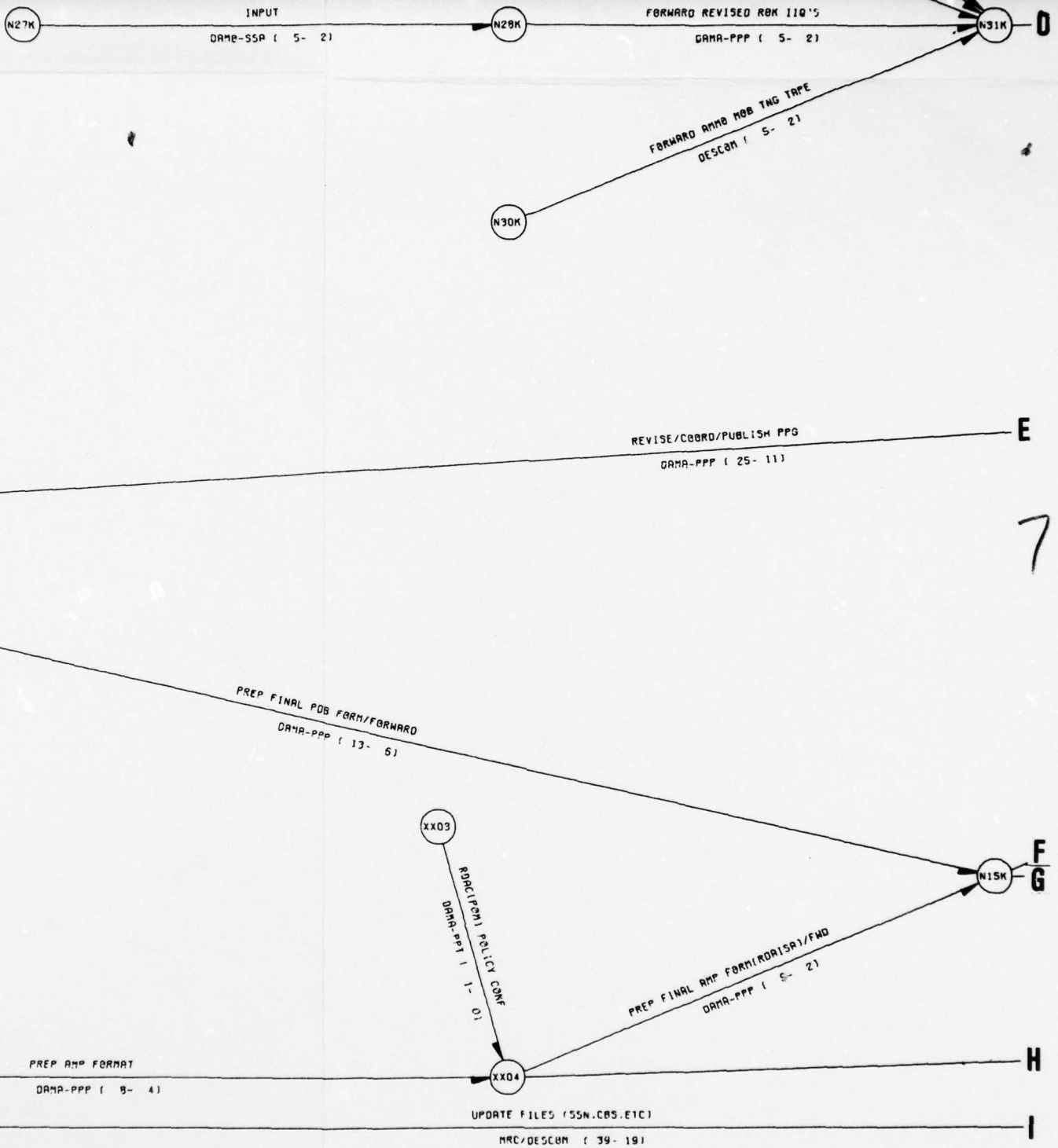
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150C178 190C178

PROCUREMENT APPROPRIATION DEVELOPMENT PROCESS

NETWORK H

Page 1 of 6



190C178 190C178

240C178 250C178 260C178

310C178 0108V78 0208V78

DEVELOPMENT PROCESS

AD-A069 017

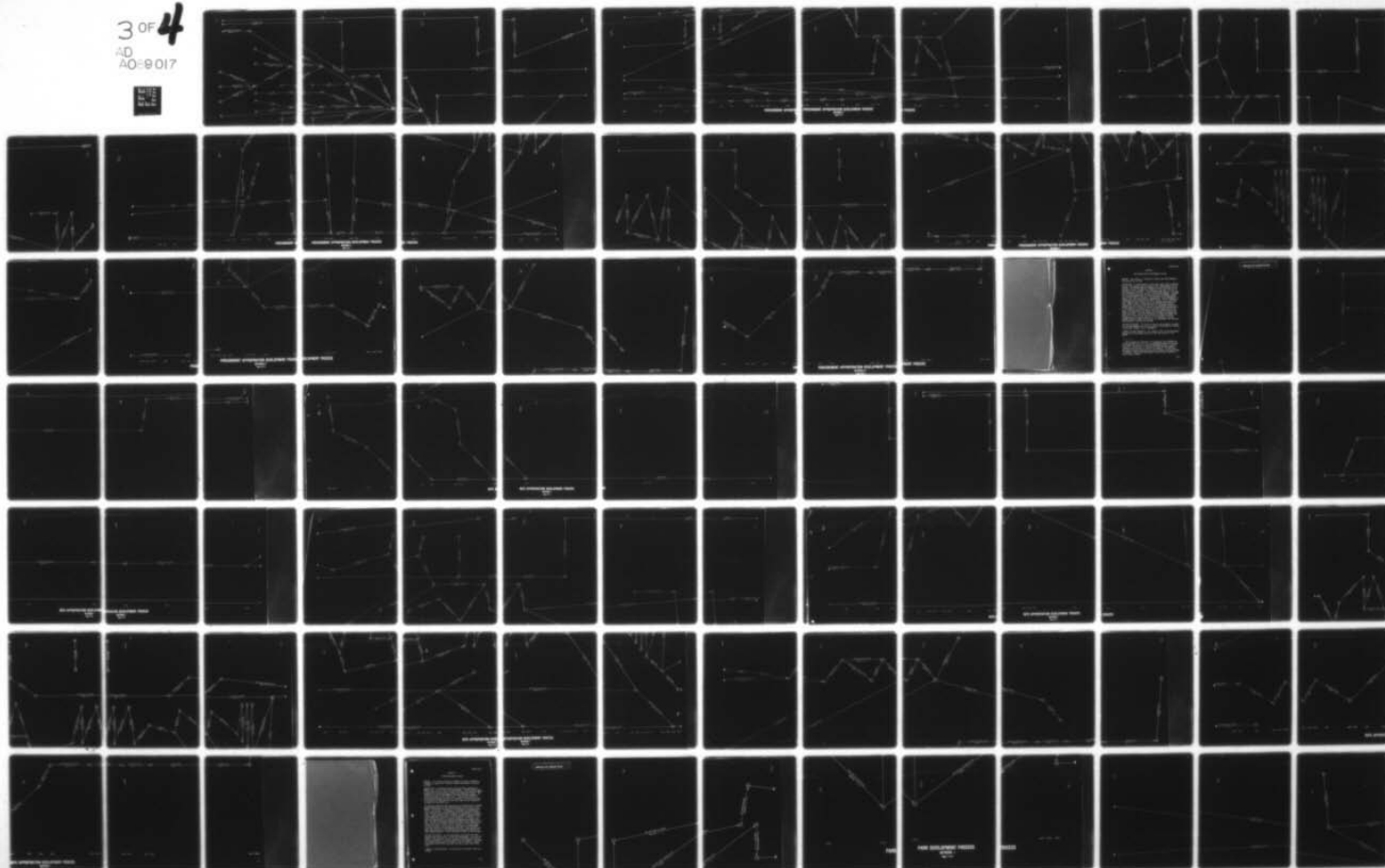
ARMY CONCEPTS ANALYSIS AGENCY BETHESDA MD
MANAGEMENT ANALYSIS OF KEY RESOURCE OPERATIONS (MAKRO). VOLUME --ETC(U)
MAR 79 F A DISTASIO, G E ARMSTRONG
CAA-SR-79-6-VOL-2-APP-E-A

F/G 5/1

UNCLASSIFIED

NL

3 OF 4
AD
A0-9017

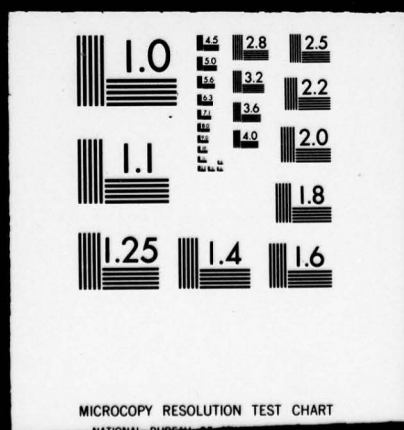


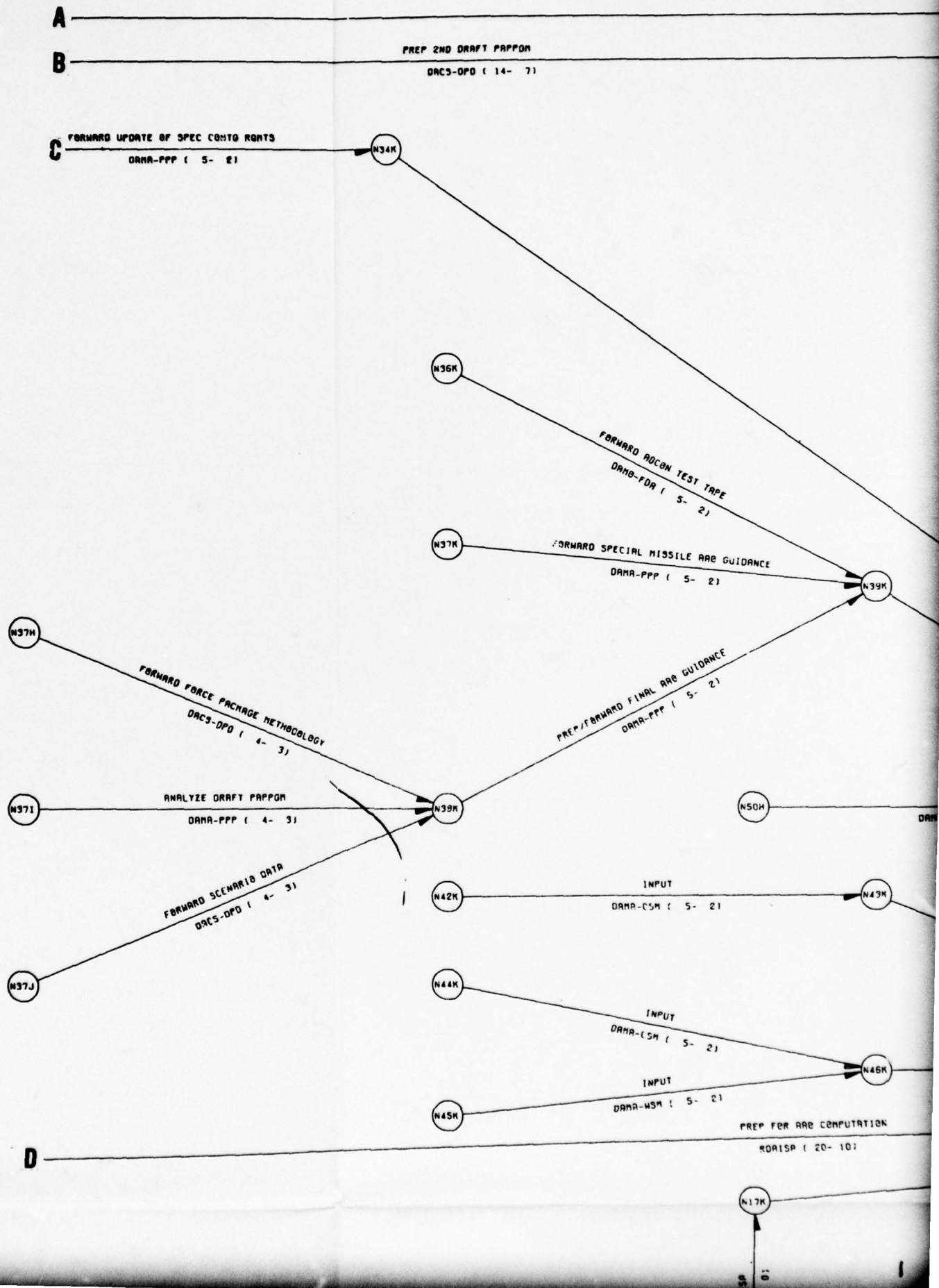
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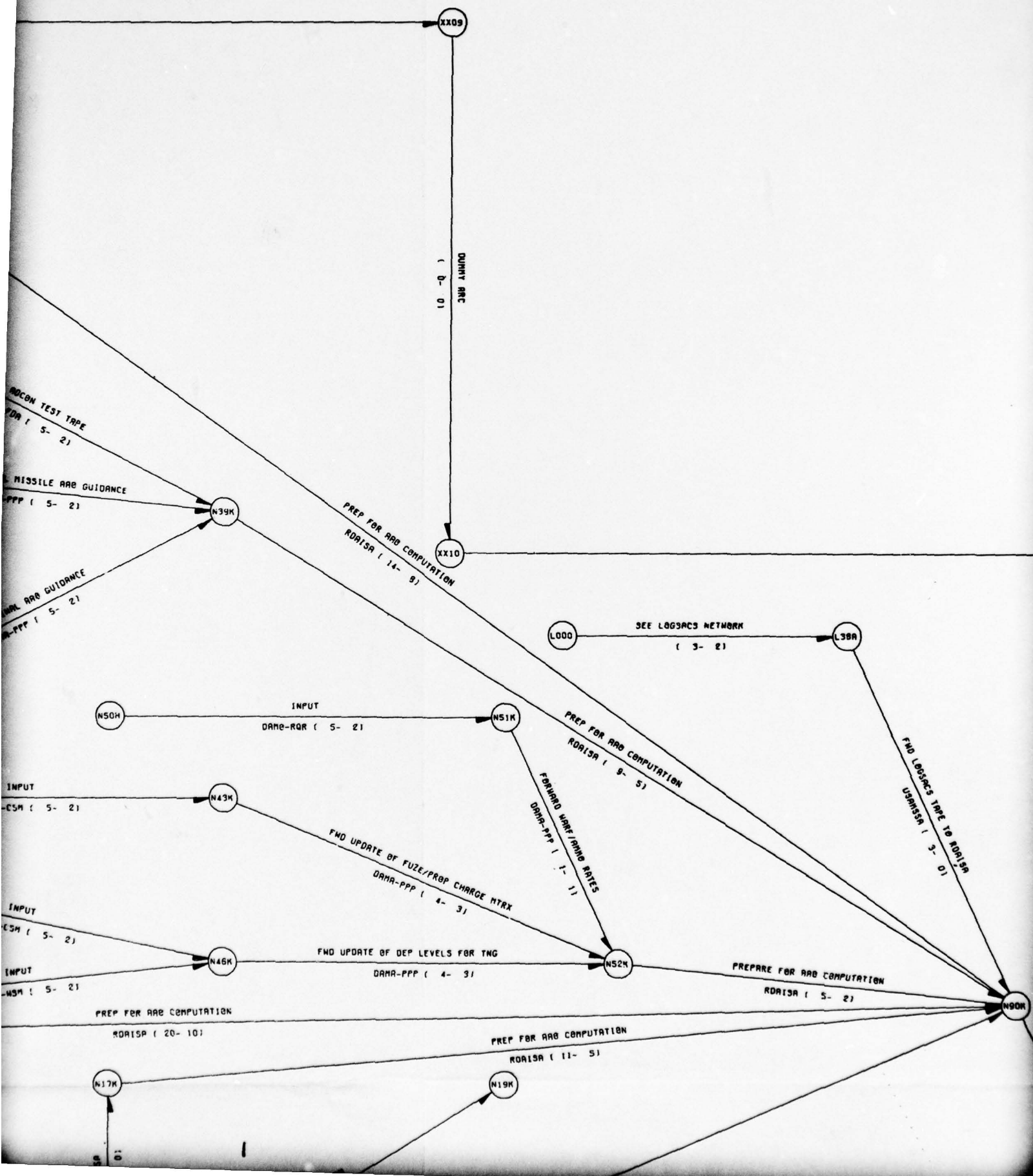
AD

A069017





2



3

XY02

BUDG MAJOR ISSUES MEETING
ALCON 1 0- 01

XY03

REVIEW/IMPLEMENT 2ND DRAFT PAPPON
ALCON (28- 15)

L38A

FWD LOGSACs TIME TO RORISA
USMISA 1 3- 01

A05P

REVIEW/CORRECT DATA

W90K

WAG COMPUTATION
(5- 2)

WAG INITIAL COM
ADDITION 1

WAG IIQ COMPARISON TO OADR-PPP
RORISA 1 0- 01

PROT

XY02

BUDG MAJOR ISSUES MEETING
ALCON 1 0- 01

XY03

4
APPLY OPS INSTRUCTIONS
ALCON 1 12- 81

REVIEW/IMPLEMENT 2ND DRAFT PAPPOM
ALCON (28- 15)

K

REVIEW/CORRECT DATA

R07P

L

PREP AND COST REPORT/FWD TO CHAIR-PPP
R0P150 1 7- 21

W-334 (5- 21

INPUT

DAMA-WSM : 5- 21

PREP FOR ARE COMPUTAT

RDRISP (20- 10)

N45K

N: 7K

FORWARD PFG TO ROAISA

DAMPA-PPP (0- 0)

N19K

PREP FOR APP COMPUTATION
90A150 : 20-10;

P FOR APP COM
RDAISA : 20-10;



E-

F-

G-

AO3 J

PREP AND CALL LTR/FWD DARE/MAUSACC
DARE-PPF 1 5

DATA-PPP 1 5 21

H-

JOINT AWP GUIDANCE PREP W/DARCM

DA72-PPP (16- 7)

1-

AD51

INPUT

DESCOM : 5- 21

PREP FOR AAB COMPUTATION

ROAISA (20- 10)

PREP FOR AAB COMPUTATION

ROAISA (11- 5)

N17K

N19K

FORWARD PPG TO ROAISA
DANA-PPP (0- 0)FORWARD PPG TO DARCOM
DANA-PPP (5- 2)

N19K

PREP FOR AAB COMPUTATION
ROAISA (20- 10)

PREP DRAFT POB USERS MANUAL

ROAISA (24- 12)

PREP AND CALL LTR/FWD DARCOM/MAUSPC
DANA-PPP (5- 2)

A04J

FWD EXPANDED GUIDANCE TO HRC'S
DARCOM (4- 3)

XA02

INPUT

DARCOM (5- 2)

A05J

PREP CBS ASSET TAPES

DANA-PPP (4- 3)

A07J

FWD TO DARCOM

DANA-PPP (5- 2)

15NOV79

17NOV79

21NOV79

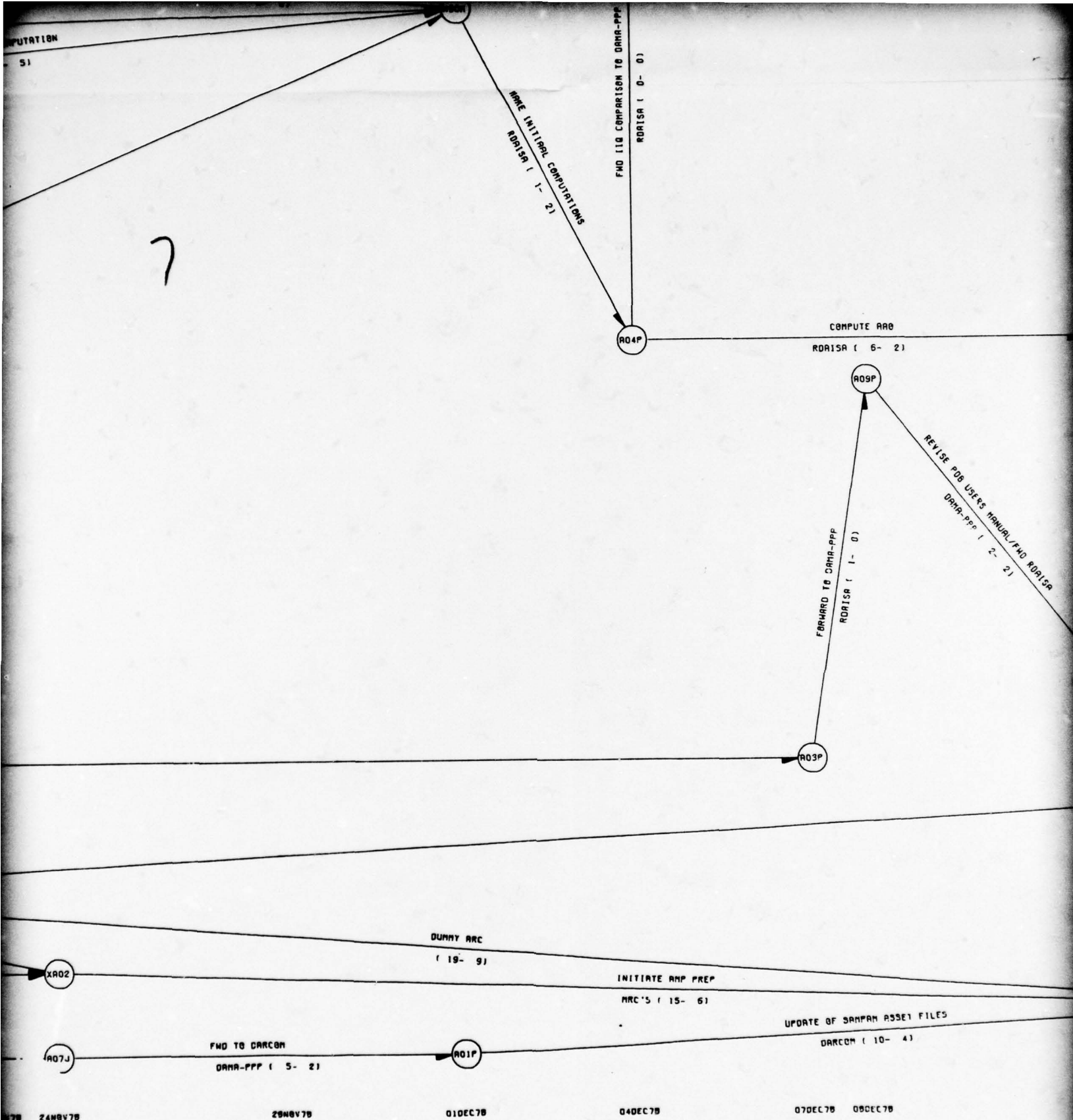
22NOV79

23NOV79

24NOV79

29NOV79

PROCUREMENT APPROPRIATE



PROCUREMENT APPROPRIATION DEVELOPMENT PROCESS

NETWORK H

Page 2 of 6

8

COMPUTE AAG
RORISA (6- 21)

R09P

FORWARD TO DARA-PPP
RORISA (1- 0)

R03P

REVISE PUB USERS MANUAL/FMD RORISA
DARA-PPP (2- 2)

R06P

R10P

FMD PRO TONES TO DARCOM
RORISA (3- 0)

RESOLVE AMP PROBB BETWN NRC & DARCOM
DARCOM (37- 19)

PREP AR2 COST REPORT/FMD TO DARA-PPP
RORISA (7- 21)

R09P

UPDATE OF SARFAM ASSET FILES
DARCOM (10- 4)

07DEC78 08DEC78

12DEC78

15DEC78

21DEC78

T PROCESS

PREP R02 COST REPORT/FWD TO DATA-PFF
R015A (7- 2)

9

PREP/PUB PDB USERS MANUAL/FWD

R015A (15- 8)

M

N

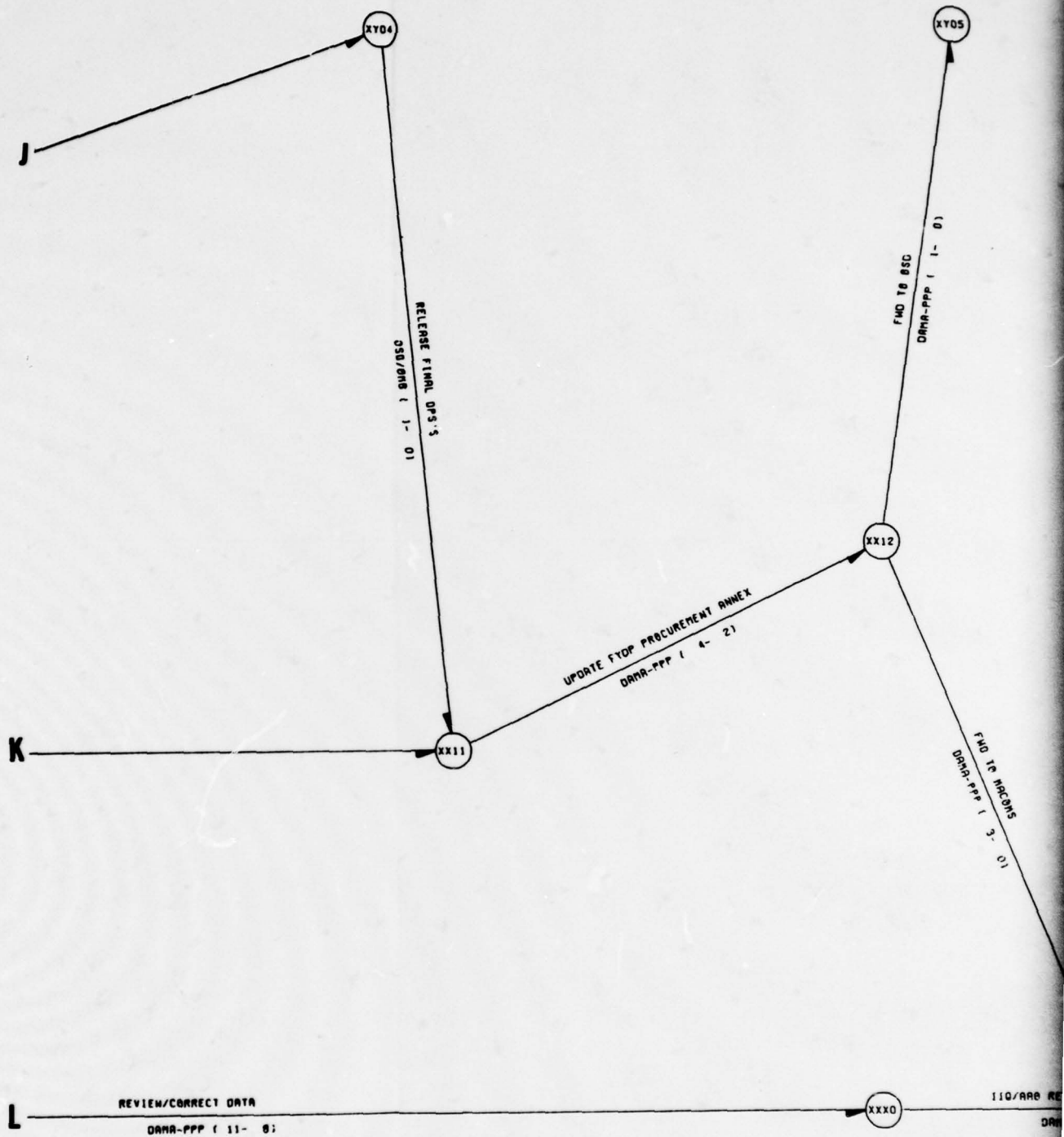
PROB BETWN MRC & DESCOM
R015A (17- 19)

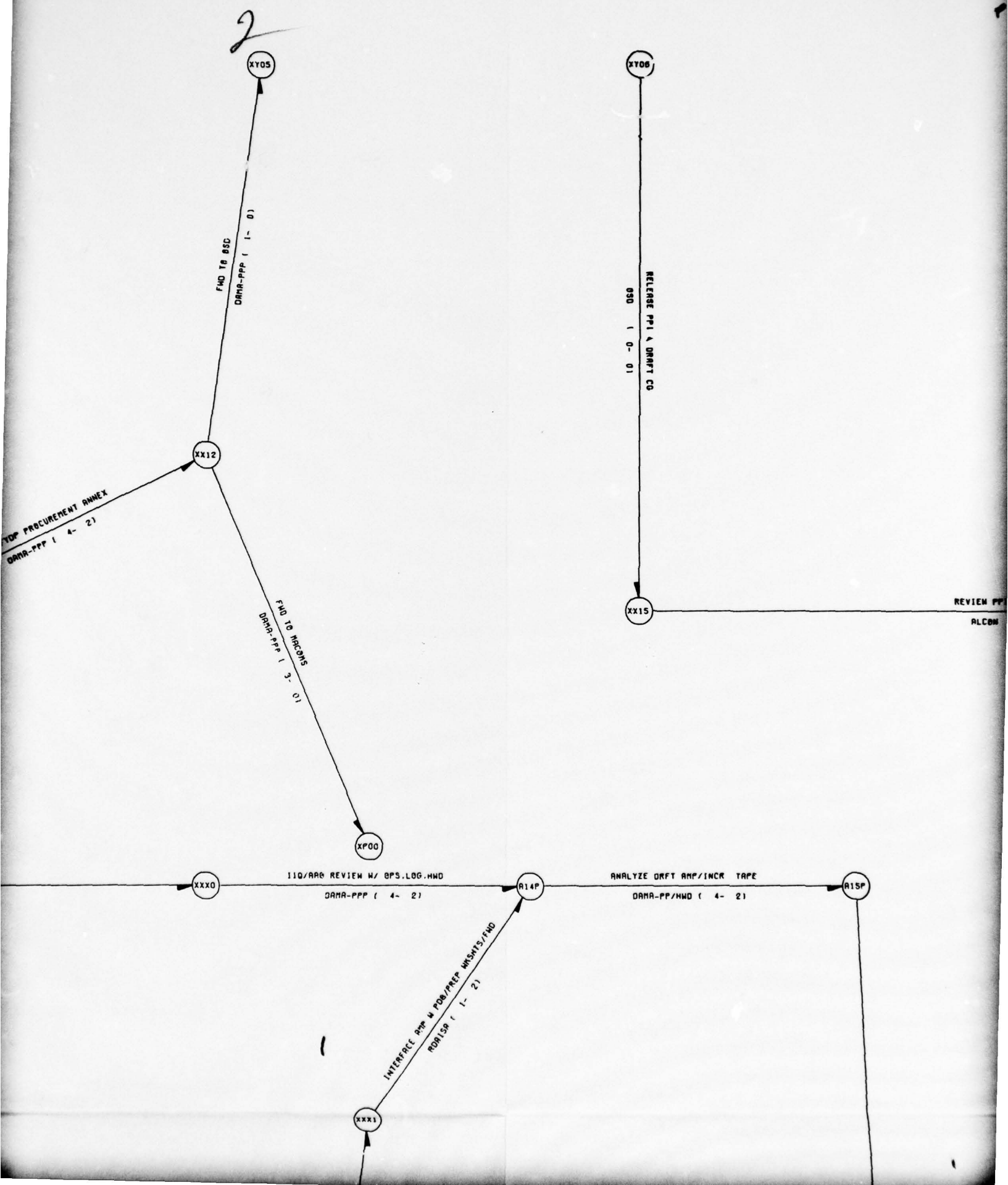
R05P

O

15DEC78

21DEC78





3

6

XX17

END FINAL PAPPON CMTS TO OACS-OPD
ALCON (0- 0)

REVIEW PPI & DRAFT CG
ALCON (10- 4)

XX16

TAPE
21

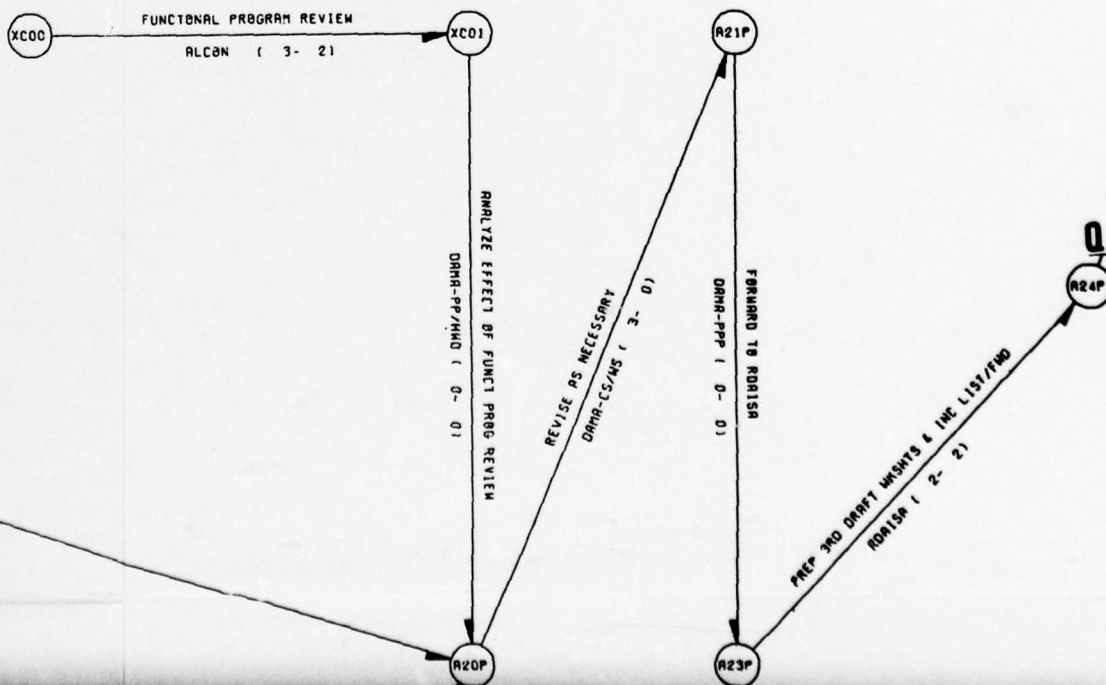
A15P

A16P

POST AMP REVIEW PROGRAM COORD
DARR-PP/HND (11- 5)

6

4



5

M

A11P

PREP BRIEFING

DAMP-PPF (5- 21)

N

PREPARE 1ST DRAFT AMP

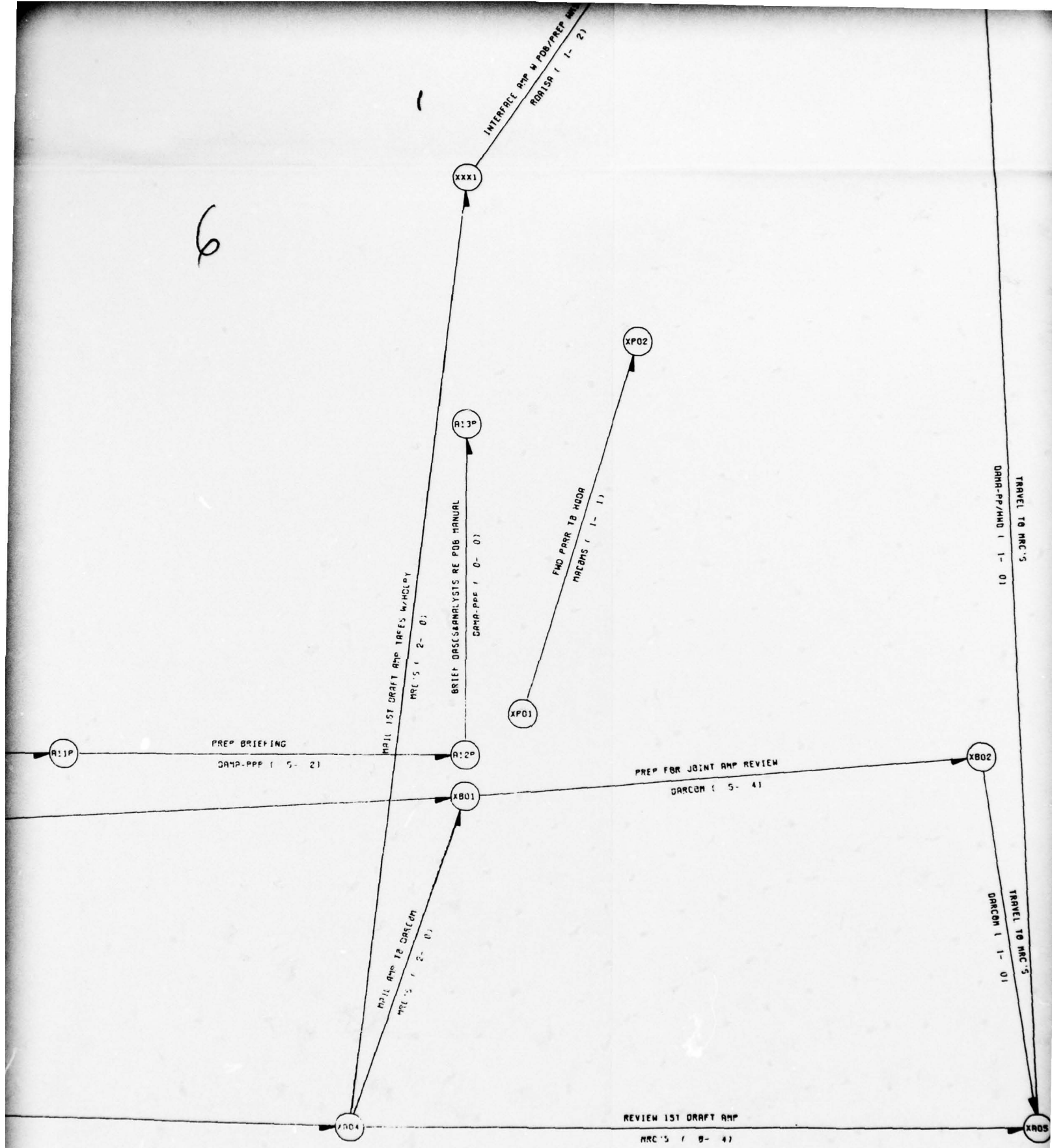
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02 JAN 79 03 JAN 79

05 JAN 79

09 JAN 79

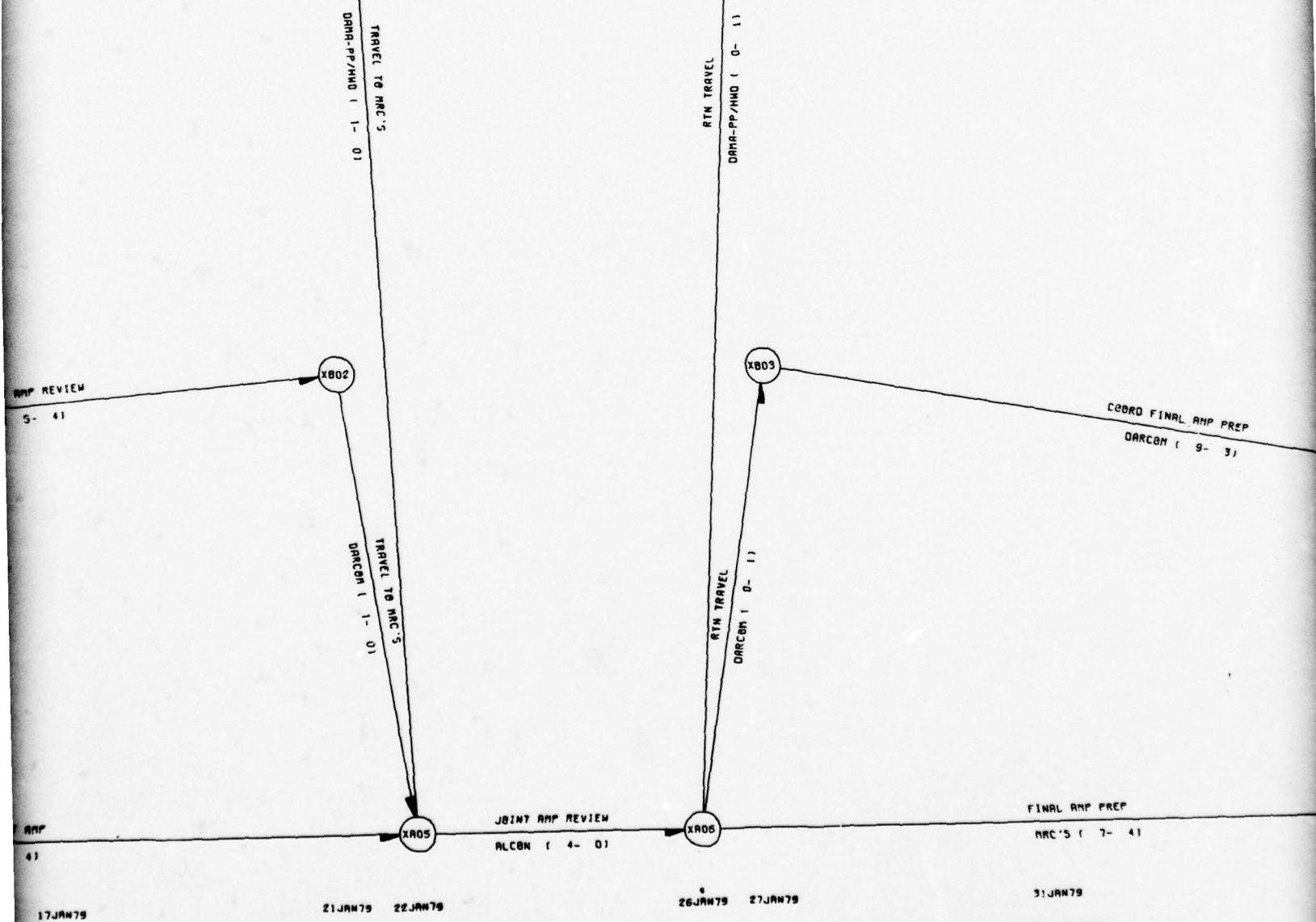
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05 JAN 79 09 JAN 79 10 JAN 79 12 JAN 79 13 JAN 79 15 JAN 79 17 JAN 79 21 JAN 79 22 JAN 79

PROCUREMENT A

7



PROCUREMENT APPROPRIATION DEVELOPMENT PROCESS

NETWORK H

Page 3 of 6

POST AMP REVIEW PROGRAM CORD
DAMA-PP/MWD (11- 5)

FUNCTIONAL PROG REVIEW
(0- 0)

REVISE AS
DAMA-CS/MS

RD15A
(0- 0)

PREP 200

8

INTERFAC AMP W PDB/REP MMS/MS/FWD
RD15A (2- 2)

CORD FINAL AMP PREP
DARCOM (9- 3)

MAIL AMP TAPE TO RD15A
MRC'S (2- 0)

MAIL FINAL AMP TO DARCOM
MRC'S (2- 0)

PREP FOR QMR (7M) REVIEW W/MS
DARCOM (10- 4)

FINAL AMP PREP
MRC'S (7- 4)

PREP FOR QMR (7M) REVIEW W/BDCSLOD
MRC'S (12- 4)

31JAN79

05FEB79 07FEB79 08FEB79

12FEB79

15FEB79

ENT PROCESS

10-01
FUNCTIONAL PROG REVIEW

REVISE AS NECD
DMM-CC/MS

10-01
TO RDAISA

PREP 3RD DRAFT WISHTS & INC LIST/FWD
RDAISA (2- 2)

R20P

R23P

INTERPALL APP W FOR/PREP WISHTS/FWD
RDAISA (2- 2)

9

R

S

T

PREP FOR OMA (7M) REVIEW W/BCCSL00
DARCOM (10- 4)

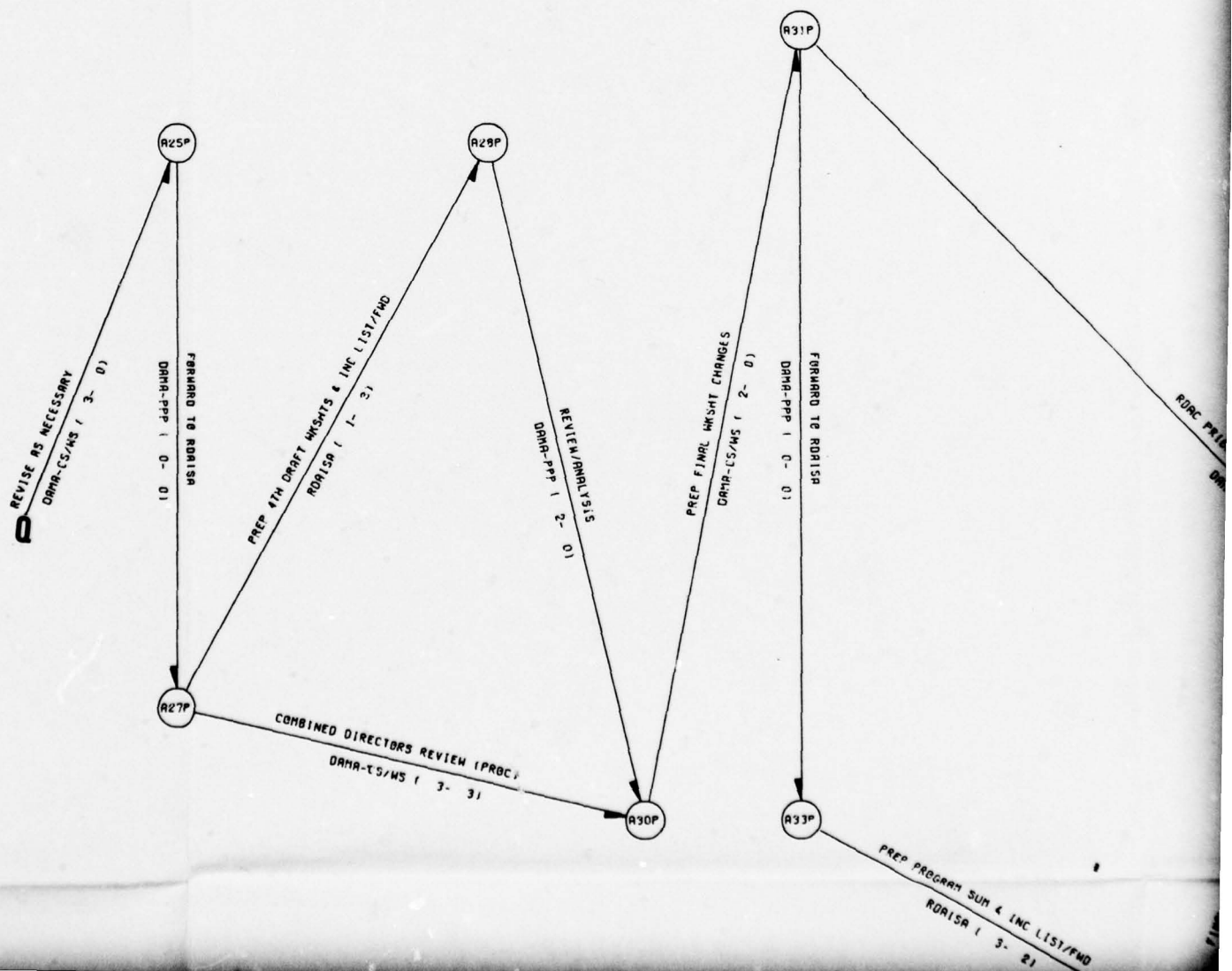
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ARC'S (12- 4)

12FEB79

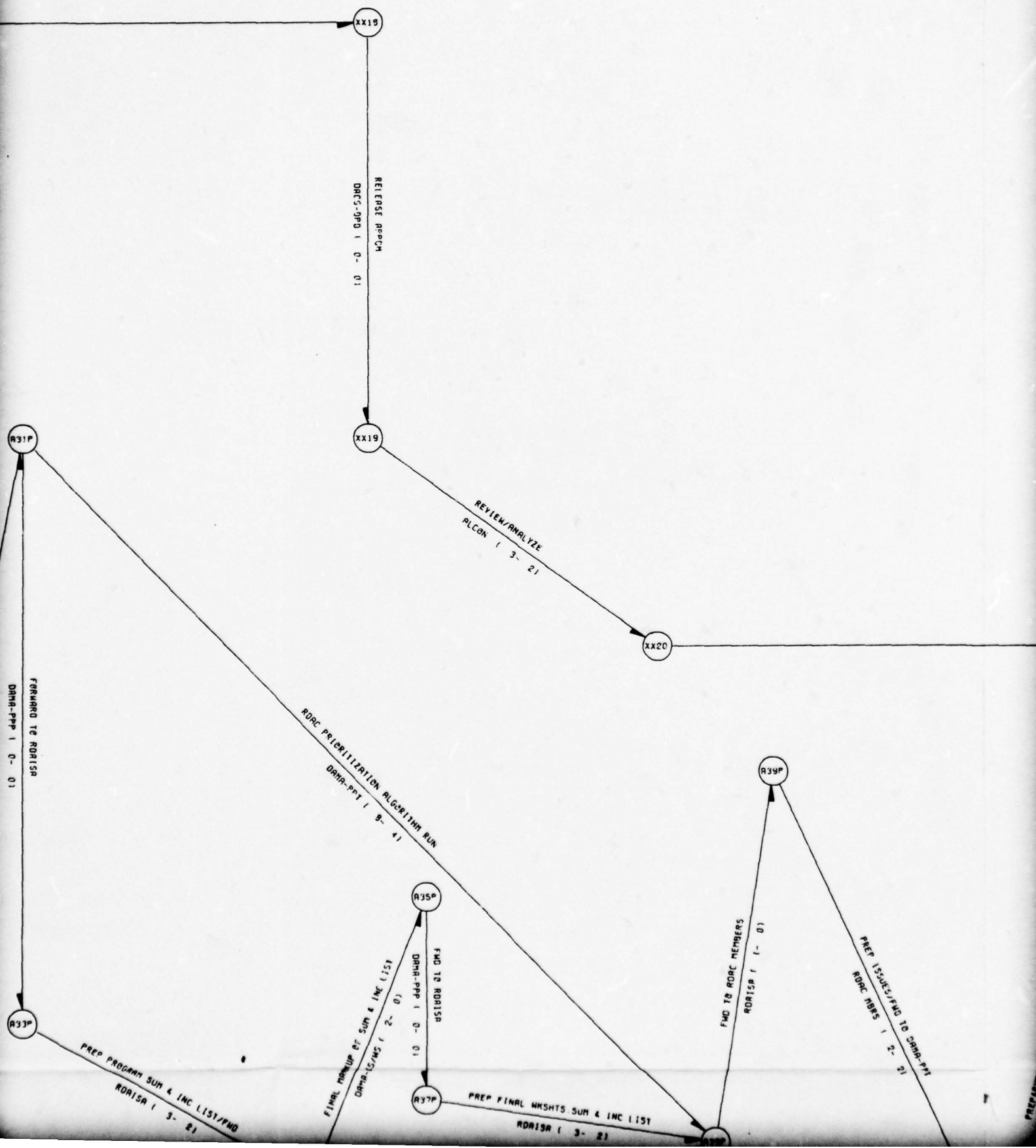
15FEB79

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P



2



3

XY07

RELEASE FINAL CG
OSD 1 0 0 0 1

XY09

PREP PRECMT SECTN 1ST DRAFT PGM/FWD

DAMA-PP (14- 61

U

A39P

FWD TO RORC MEMBERS

RORC MBR (1- 01

PREP ISSUES/FWD TO DAMA-PP1
RORC MBR (2- 21

A41P

PREP/PUBLISH RORC READ AHEAD PGM/FWD
DAMA-PP1 (2- 01

XX24

TECH BASE
RORC MBR

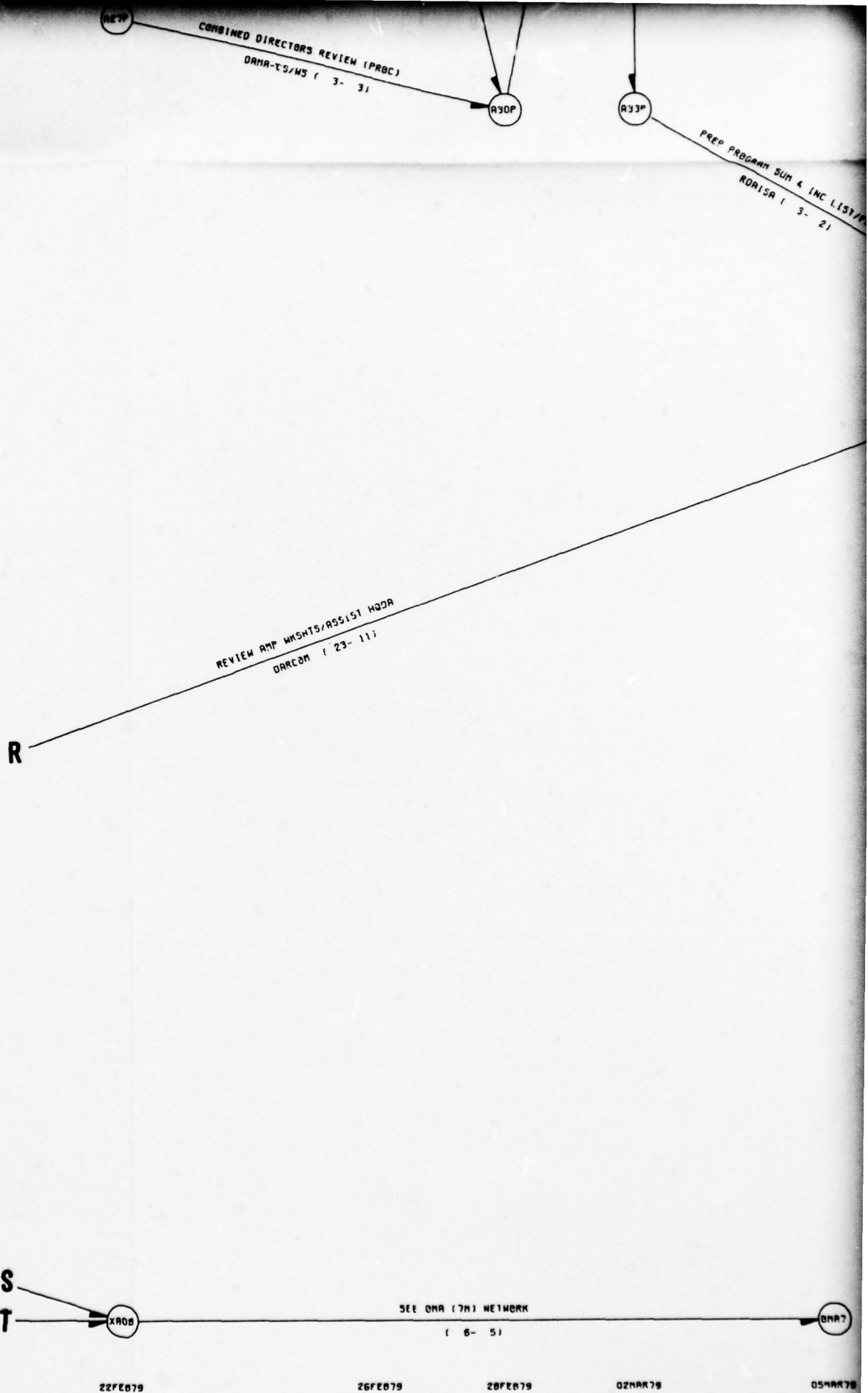
ANALYZE RORC READ AHEAD PACKAGE
RORC MBR (3- 21

A43P

V

PRE-RORC REVIEW
RORC MBR (3- 01

4



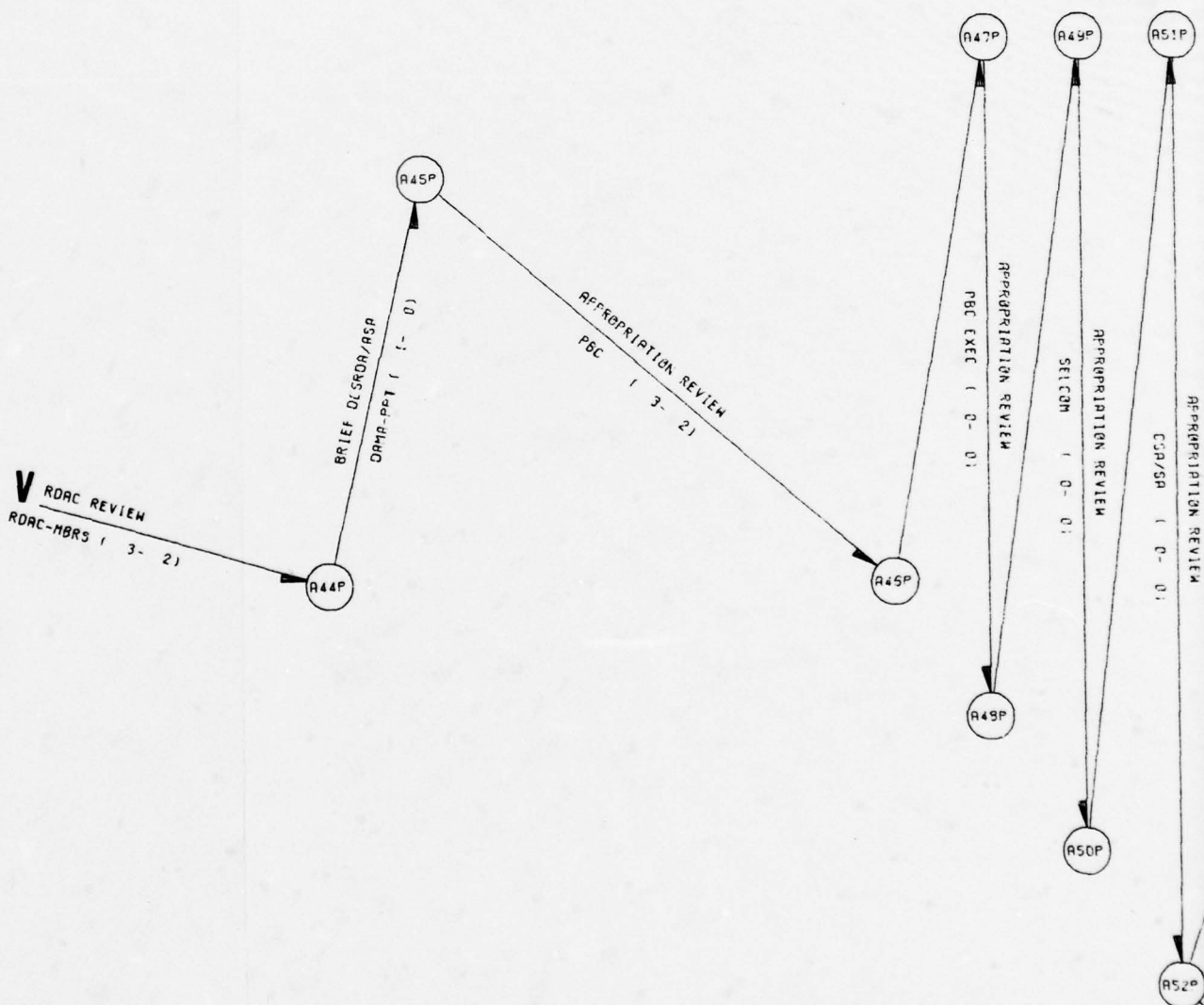
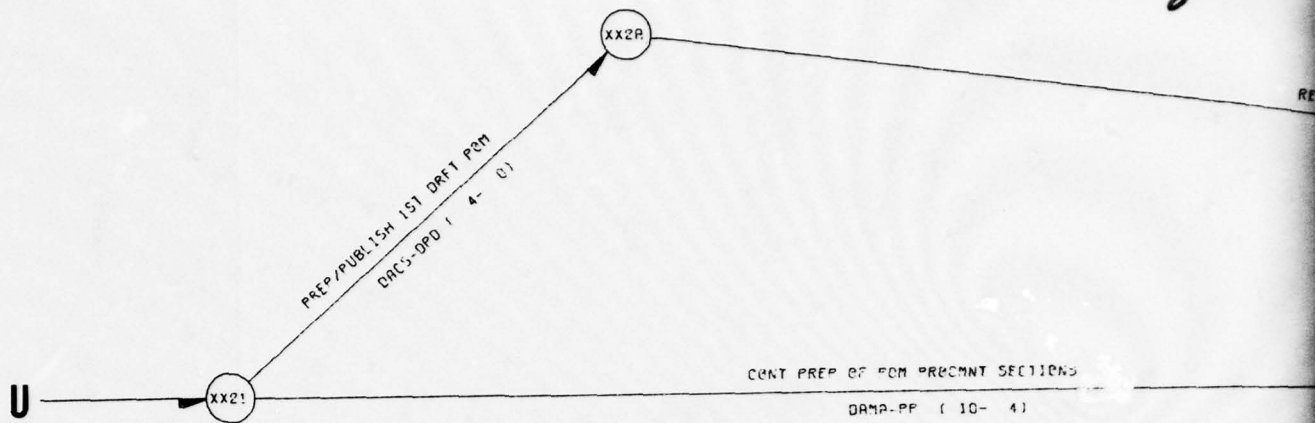
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02MAR79 05MAR79 07MAR79 08MAR79 09MAR79 12MAR79 13MAR79 14MAR79 15MAR79

PROCUREMENT APPROPRIATION DEVELOPMENT PROCESS

NETWORK H



20

REVIEW 1ST DRAFT PCM/CNTS TO DACS-DPD
ALCON (11- 5)

XX3A

CONT PREP OF PCM PRECMT SECTIONS

PREP PCM PRECMT

DAMP-PP (10- 4)

DAMP-PP

XX26

A47P

A49P

A51P

REPROPRIATION REVIEW
PBC EXEC (0- 0)

REPROPRIATION REVIEW
SELCON (0- 0)

REPROPRIATION REVIEW
CSR/SR (0- 0)

PREP/RELEASE FINAL TBA/MPWR CONTROLS
DACS-DPD (2- 2)

DUMMY ARC
(1- 0)

A45P

A49P

A50P

A52P

BALANCE PCM/INTERFACE W/PDB
DATA-PP (1- 2)

3

XX3P

PREP 2ND DRAFT PCM
ALCEN (5- 21)

PREP PCM PRECMT SECIN W/FINAL TOR
DAMP-PP (11- 41)

XX4A

ED11/PUBLISH 2ND DRAFT PCM
DACS-OPD (3- 0)

Y

Z

PREP PCM PRECMT ANNEX WKSHTS
DAMP-PPP (21- 81)

A49P

A50P

4

W

UPDATE GRAFIC DATA BASE

DAMA-PPT (11- 5)

X

SEE BUDD EXECUTION NETWORK

(9- 4)

XXB3

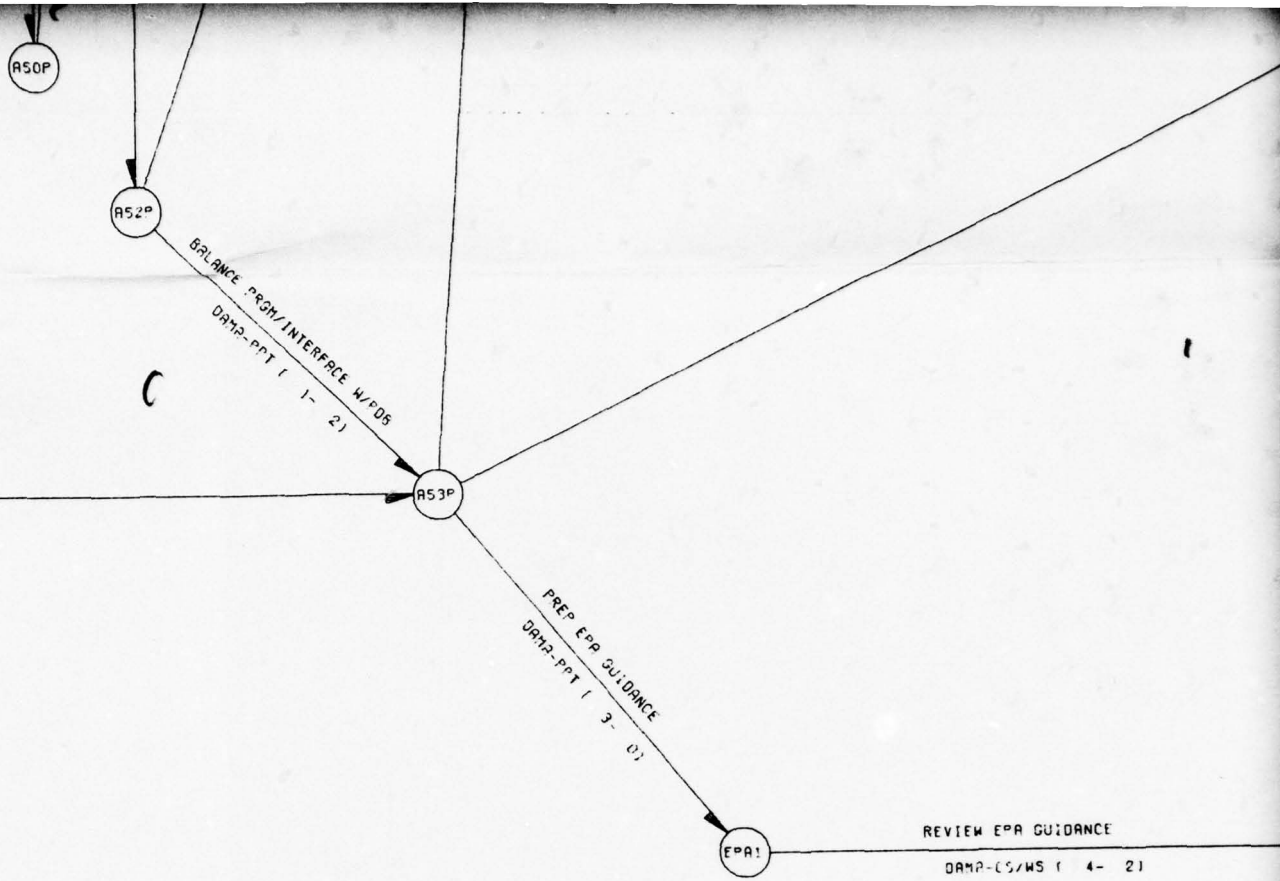
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06APR79

09APR79 10APR79 11APR79

PROC

5



XX83

09APR79 10APR79 11APR79 12APR79

15APR79 16APR79

19APR79

23APR79

PROCUREMENT APPROPRIATION DEVELOPMENT PROCE

NETWORK H

Page 5 of 6

6

REVIEW EPA GUIDANCE
DAMP-CS/MS (4- 21)

EPR2

REVISE DRAFT EPA WKSHTS
DAMA-CS/MS (4- 21)

EPR3

PREPARE 2ND DRAFT EPA WKSHTS
RDAISA (2- 0)

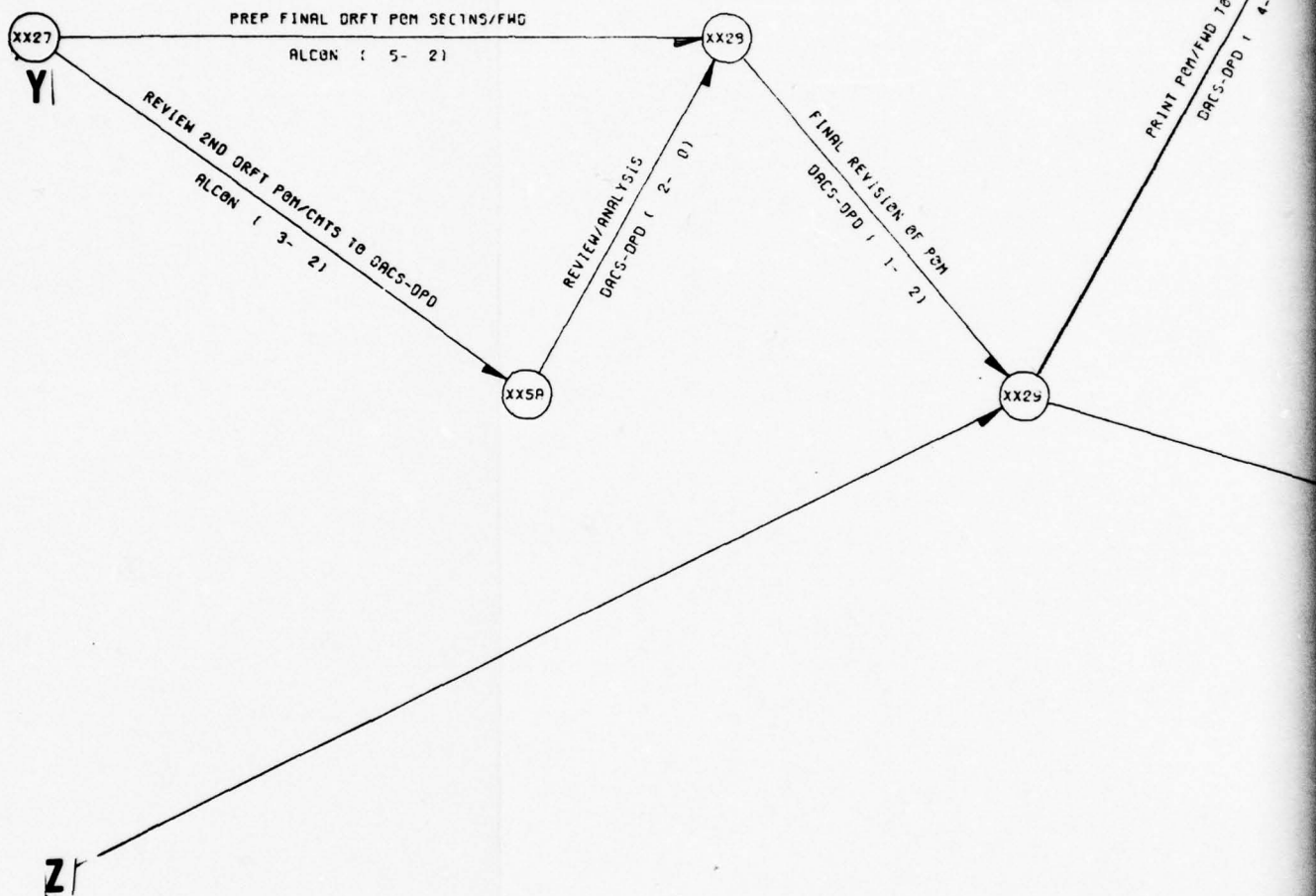
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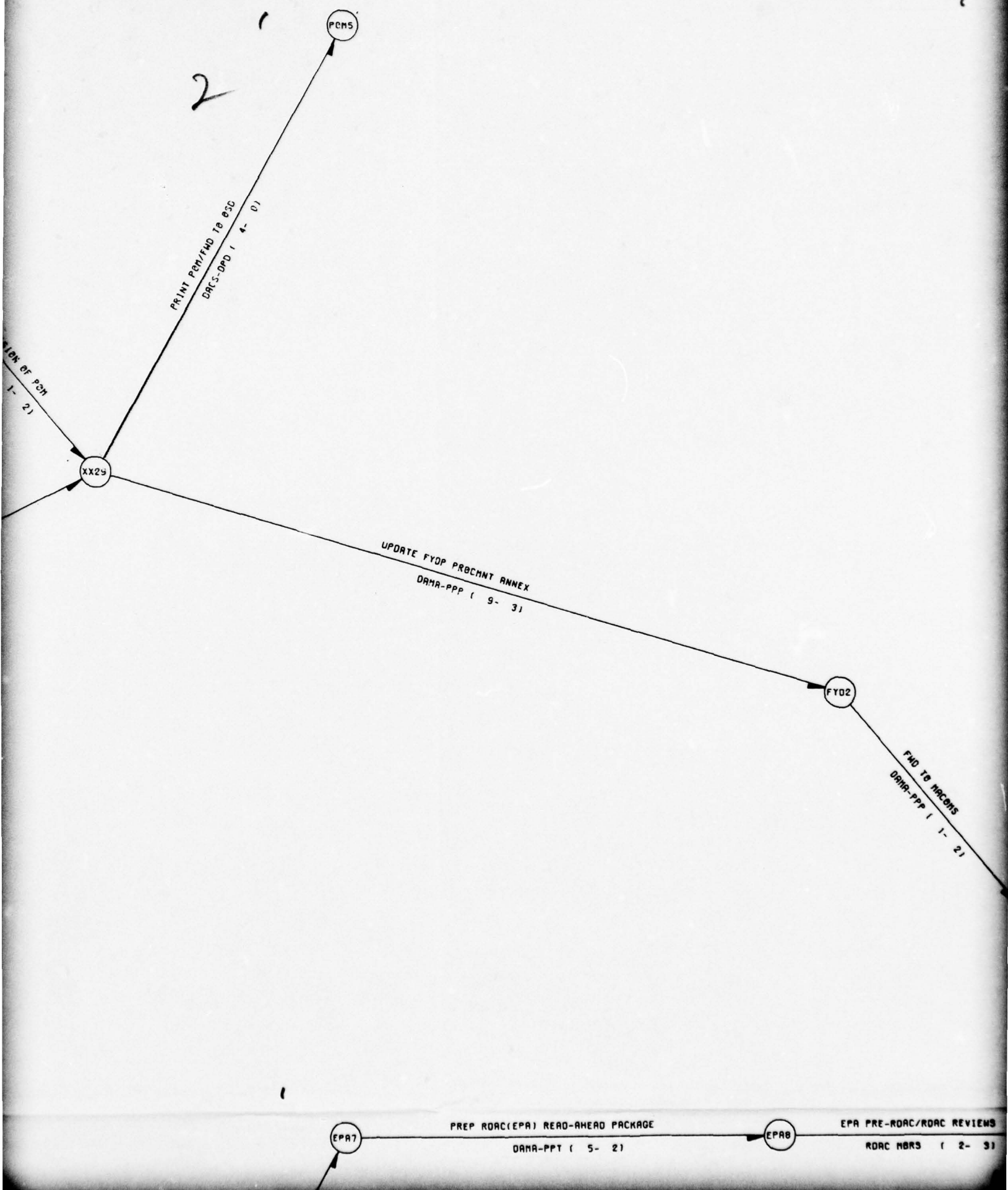
AA

23APR79 24APR79

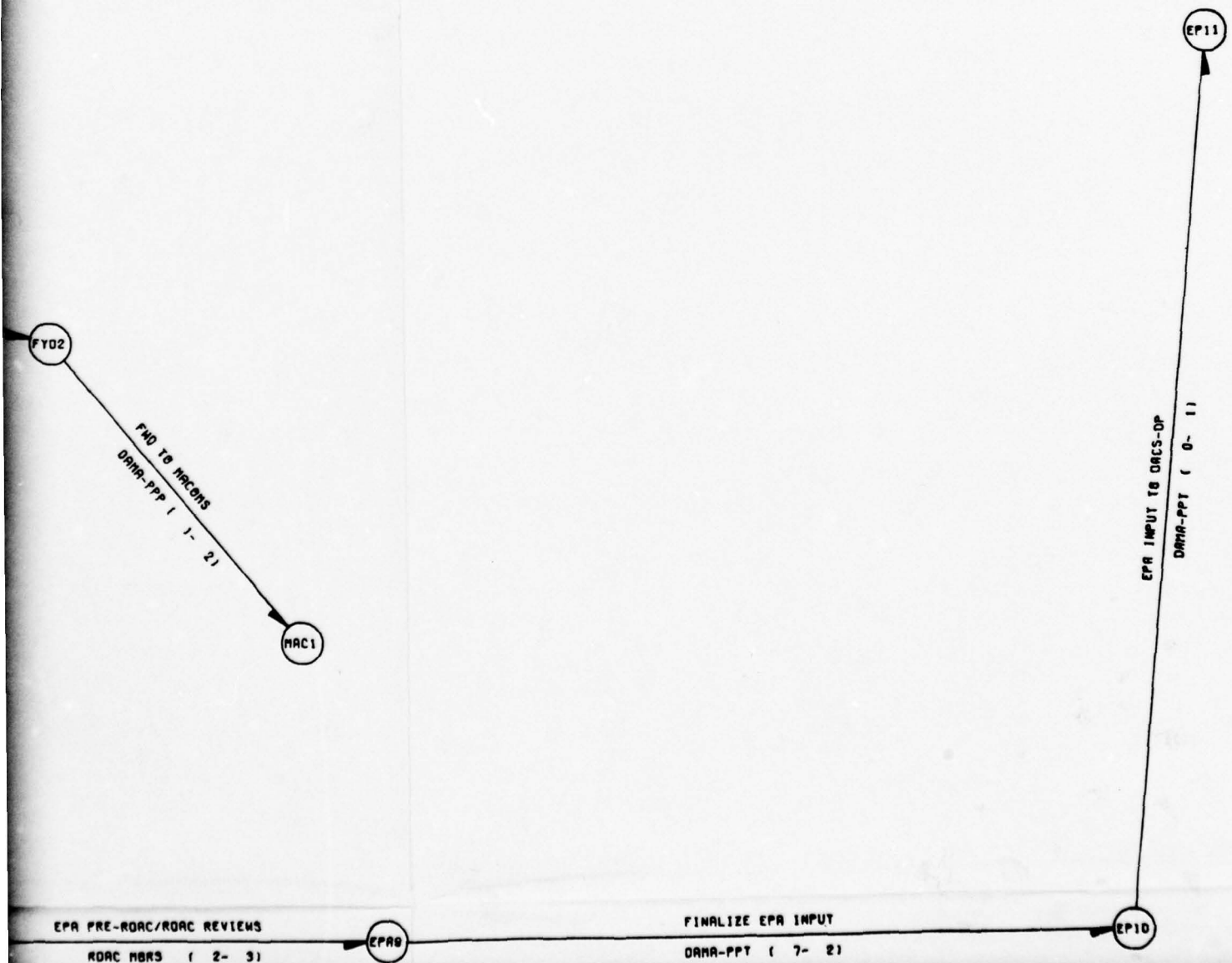
30APR79 01MAY79 02MAY79

DEVELOPMENT PROCESS





3



4

REVISE 2ND DRAFT EPA WKSHTS
DAMA-CS/MS 1 4- 21

AA

EPAS

PREP FINAL EPA WKSHTS
RDAISA 1 5- 21

EPAG

04MAY79 05MAY79 09MAY79 11MAY79 14MAY79 15MAY79

PR

5

DEVELOP EPA ISSUES
RDAC MBRS (2- 0)

EPA7

PREP RDAC(EPA) READ-AHEAD PACKAGE
DAMA-PPT (5- 2)

EPA8

EPA PRE-RDAC/RDAC REVIEWS
RDAC MBRS (2- 3)

EPA6

14MAY79

15MAY79

15MAY79

25MAY79

26MAY79

29MAY

PROCUREMENT APPROPRIATION DEVELOPMENT PROCESS

NETWORK H

Page 6 of 6

EPA PRE-RDAC/RDAC REVIEWS

RDAC MBRS (2- 3)

EP09

FINALIZE EPA INPUT

DANA-PPT (7- 2)

EP10

6

26MAY79

29MAY79 30MAY79

06JUN79 09JUN79

PMENT PROCESS

NETWORK

Network I

RDTE Appropriation Development Process

PURPOSE. This process is designed to develop the RDTE Appropriation portion of the POM.

DESCRIPTION. An understanding of the basic logic used in developing the RDTE program should provide a clear understanding of this network. Developing agencies (DARCOM, etc) are provided with an estimate of Total Obligational Authority (TOA) levels for use in developing their programs. The developing agencies, in turn, forward estimated TOA levels to their subordinate commands. Programs and associated Modernized Army Research and Development Information System (MARDIS) data are then forwarded to the developing agency level for consolidation, coordination, and development of a combined program with associated MARDIS data. This is forwarded to ODCSRDA in early January for use in developing the Army Program. MARDIS input is interfaced with the RDTE Data Base to restructure data and provide the type of information needed by ARSTAF analysts in order to develop a balanced RDTE program which is responsive to the needs and the resource limitations of the Army. From mid-January to March, the various RDTE projects proposed for inclusion in the program are reviewed and analyzed by staff personnel. Iterative corrections are made to project worksheets as a result of the analysis and coordination efforts. Throughout the procedure, data files are adjusted to reflect changes caused by other PPBS events. In late March, the resultant RDTE program is reviewed by the RDAC.

CRITICAL MILESTONES. In order for the developing agency to submit consolidated MARDIS data in early January, an estimate of TOA must be provided by HQDA in early September.

LINKAGE TO OTHER NETWORKS.* This network links to the Procurement Appropriation Development Network at the RDAC Review in late March.

*This network was developed in coordination with ODCSRDA personnel who desired to use it as a management/scheduling tool and as a model for analysis in the AMP Improvement Study. At their request, a projected CY 79 schedule of major POM development activities was included as part of the network. In some cases, the dates of those activities may differ slightly from those shown in Network K (Master POM Development Process) which reflects a more current schedule.

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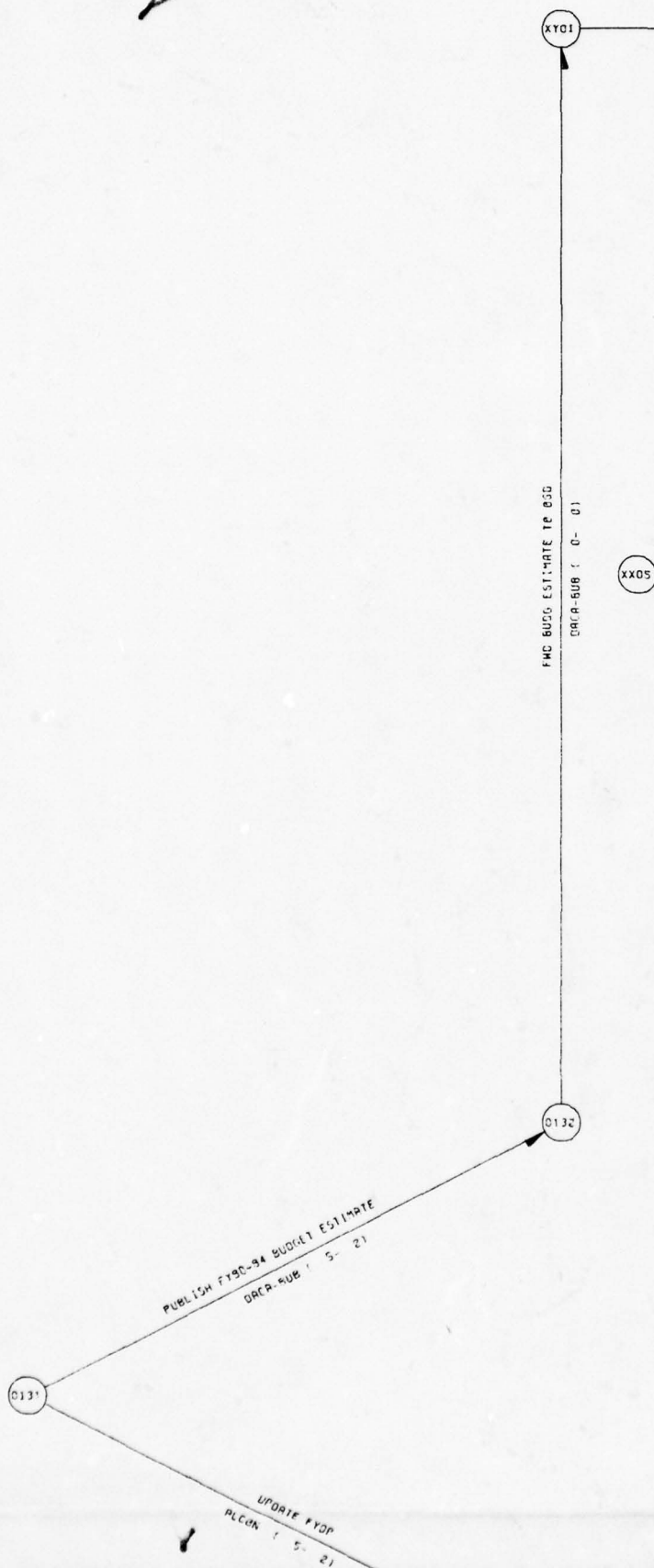
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PREP/FMD

0131

PUB

2

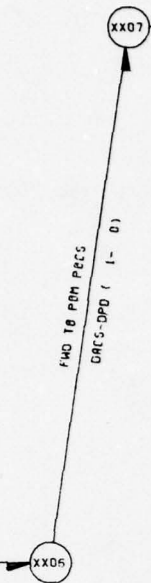


3

PREP 1ST DRAFT PAPPON

DRCS-OPD (17- 8)

4



REVIEW/COMMENT TO DACS-DPD

ALCON : 8- 42

5

DEFEND BUDGET (DPS APPEALS.ETC)

ALCON (54- 27)

A

8-070

XX08

B

1
6

0100

PREP/FWD EST OF TON LVL 10 DMR-PPR
DMR-PPR (0- 1)

0110

PREP/FWD CALL LTR TO DEV AGENCIES
DMR-PPR (4- 3)

0120

PREP/FWD CALL LTR TO SUB-COMMANDS
GARCEN (5- 2)

0131

PUBL 15W F190-94 BUON
DACA-RUB 1 5- 21

0131

UPDATE FYOP
ALCON 1 5- 21

0133

FWD UPDATED ROTE PROJ LIST TO DRCOM
DRAO-ENG 1 0- 11

0134

PREP/FWD Pen GUIDANCE TO MAC'S
DRCOM 1 5- 21

0135

PREP/FWD CALL LTR TO SUB-COMMANDS
DRCOM 1 5- 21

0130

PREP ROTE PROJ DATA
MOC/DEV AGCY 1 10- 31

15SEP78

17SEP78

22SEP78 23SEP78

30SEP78

RDTE A

8

6

PREPARED FOR GUIDANCE TO HOC'S
DARCOM 1 5- 21

0135

303EP78

RDTE APPROPRIATION DEVELOPMENT PROCESS

NETWORK I

Page 1 of 5

9

PREPARE PROGRAM

DOC/DEV AGLY (29- 15)

190CT78 190CT79

SS

10

B

PREP END DRAFT PAPER

ORCS-DPO (14- 7)

XX09

DUNNY ARC
1 0- 01

XX10

A

B

PREP END DRAFT PAPPON
DRES-DPD (14- 7)

XX09

DUMMY ARC
(0- 01

XX10

2

XX09

DUMMY ARC
1 0 - 01

XX10

3.

XY02

WUD MAJOR ISSUES MEETING
MCM 1 0- 01

XY03

XY02

AUDIT MAJOR ISSUES MEETING
ALCON 1 9- 01

4

XY03

D

UPDATE FYDP (ROTE ANNEX)
DAMA-PPR (12- 5)

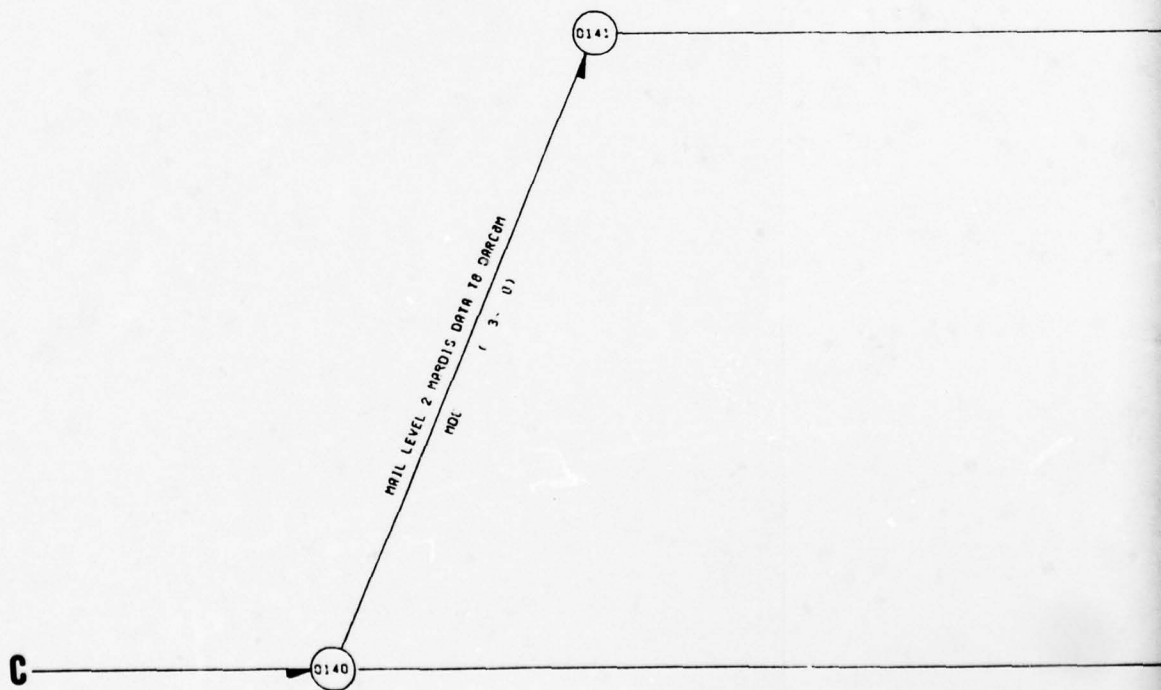
E

REVIEW/IMPLEMENT 2ND DRAFT PAPFGM

ALCON (39- 19)

F

5



12NOV78

15NOV78

21NOV78

6

PROC PDF/OTHER DDCS-PHASED RELEASE

DARCOM(OP1) (12- 7)

0145

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04DEC78

RDTE APPROPRIATION DEVELOPME

NETWORK I

Page 2 of 5

7

0145

REVIEW PDF/DEVELOP TOTAL PROGRAM

DARCOM 12- 41

04DEC78

12DEC78

OPRIATION DEVELOPMENT PROCESS

NETWORK I

Page 2 of 5

8

LEVEL OF TOTAL PROGRAM

12- 61

0150

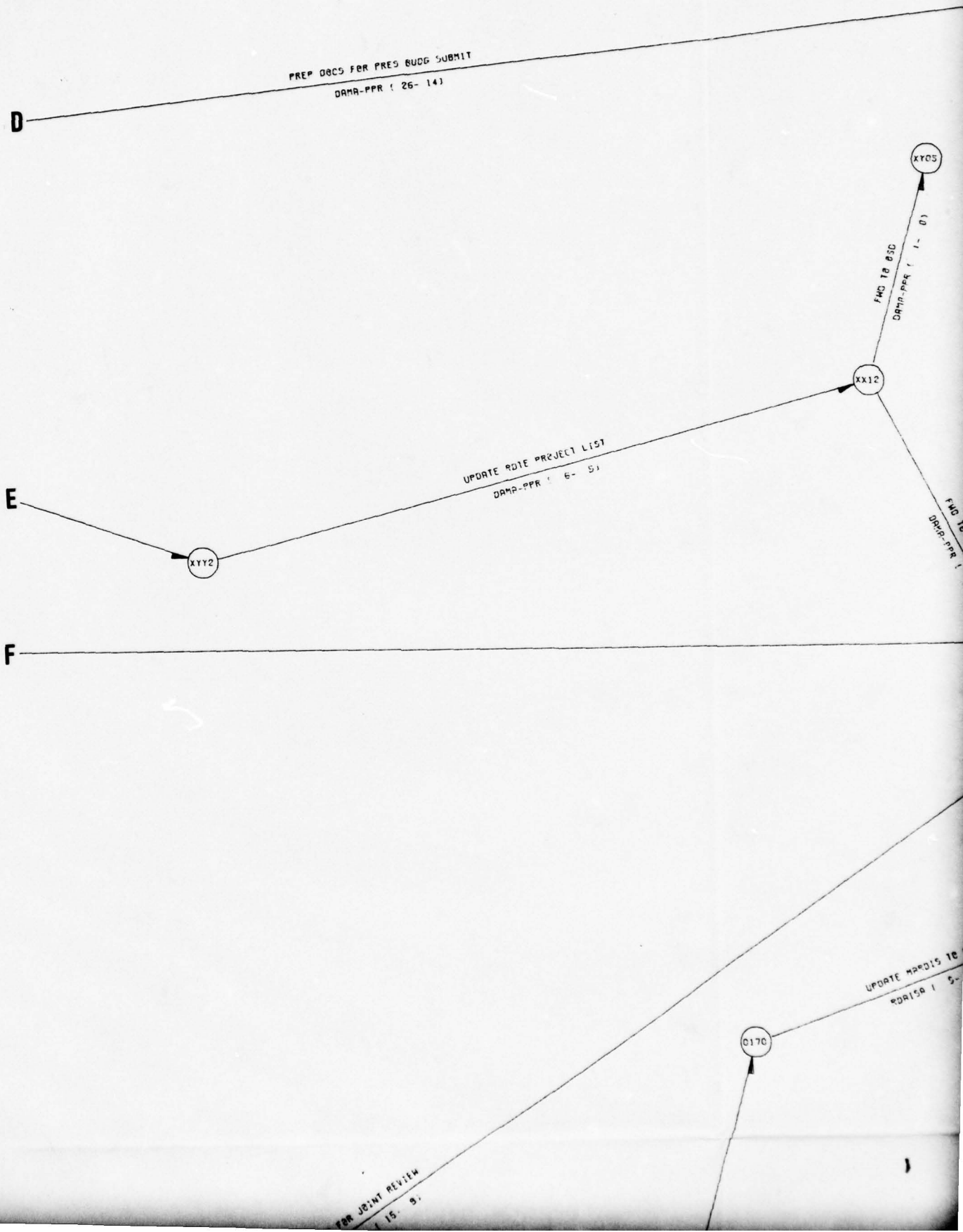
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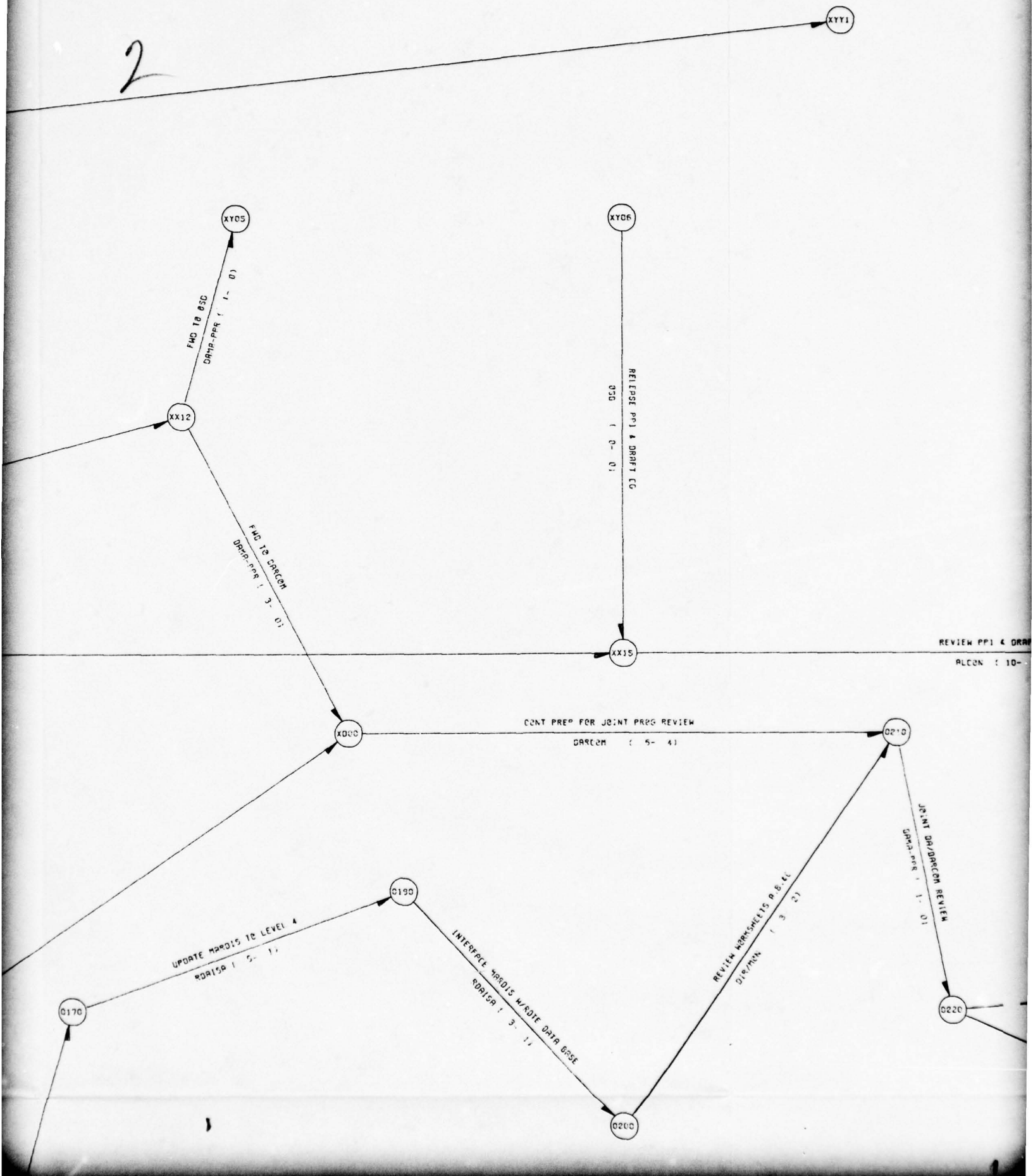
I

12DEC 78

20DEC 78



2



XY11

3

XX17

FWD FINPL PREFOM CMTS TO DACS-DPD
ALCON (0- 0)

REVIEW PPI & DRAFT CG
ALCON (10- 4)

XX15

0210

JOINT DR/DRCOM REVIEW
DRA-PRR (1- 0)

0220

REVIEW WORKSHEETS P. 8-46
DIR/MCN (3- 2)

REVISE WORKSHEETS DB/FWD TO
DIR/MCN (19-)

4

0221

FUNCTIONAL PROGRAM REVIEW

ALCN : 5- 2)

0222

REVISE WKSATS DB/FWD TO RORISA
DIR/MON : 19- 9)

0230

PREP APPGN

DACS-DPD (25- 11)

5

0222

0230

POST FILES/FWD WKSHTS AB TO DIR/GEN

RORISA (4- 3)

K

NOT YET
DMS

6

G

BEGIN PREP FOR JOINT REVIEW
DARCOM (15- 9)

MAIL PROGRAM TAPES TO DARISA
DARCOM(OP1) (1- 2)

0170

DEVELOP MARDIS LEVEL 3 PROGRAM TAPES

H

DARCOM(OP1) (9- 6)

0150

PROV PROJ DATA AS REQD BY DARCOM

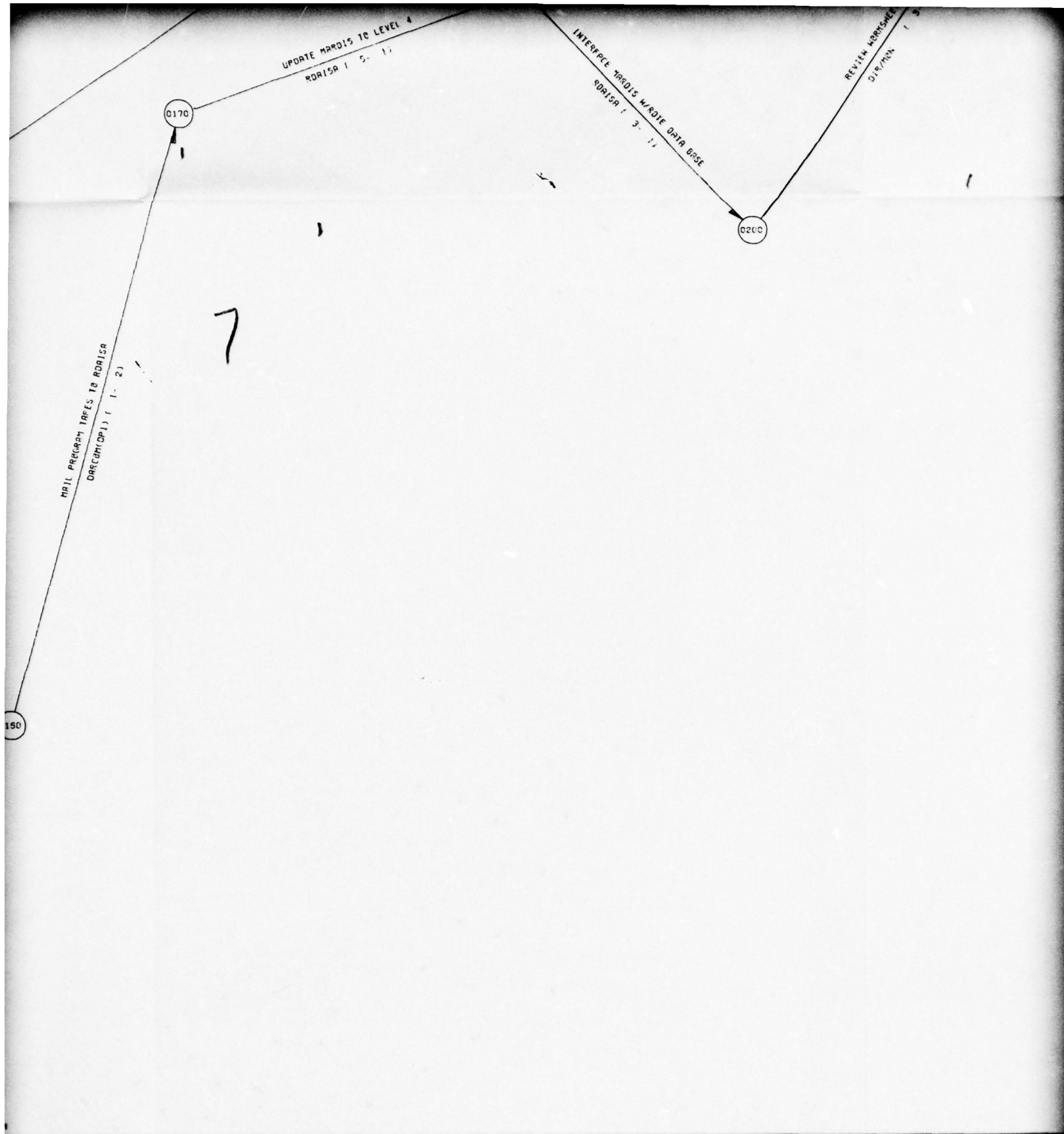
MDE/DEV AGCY (72- 31)

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29DEC78

04JAN79

07JAN79



JAN79

07JAN79

09JAN79 10JAN79

12JAN79 13JAN79

17JAN79

21JAN79 22JAN79

RDTE

REVIEW
DTR/MON

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8

BEGIN PER FOR SUM
DRCOM : 1

17 JAN 79

21 JAN 79 22 JAN 79 23 JAN 79

31 JAN 79

RDTE APPROPRIATION DEVELOPMENT PROCESS

NETWORK I

Page 3 of 5

REVISE WRITES PAPER TO
DIR/MEN : 19- 91

NOTE: RESULTS/ADVISE DIRECTION
DAILY: 19- 91

9

BEGIN PREP FOR SUMMER REVIEW
DIRECTION : 19- 91

0223

31 JAN 79

07 FEB 79

15 FEB 79 15 FEB 79

PROCESS

000172Z RESULTS/ADVISE ORCECH
DPMO, COM 1-1-79

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0223

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FWD UNIT GUIDANCE FOR SUMMER REVIEW
ORCECH 1 5-21

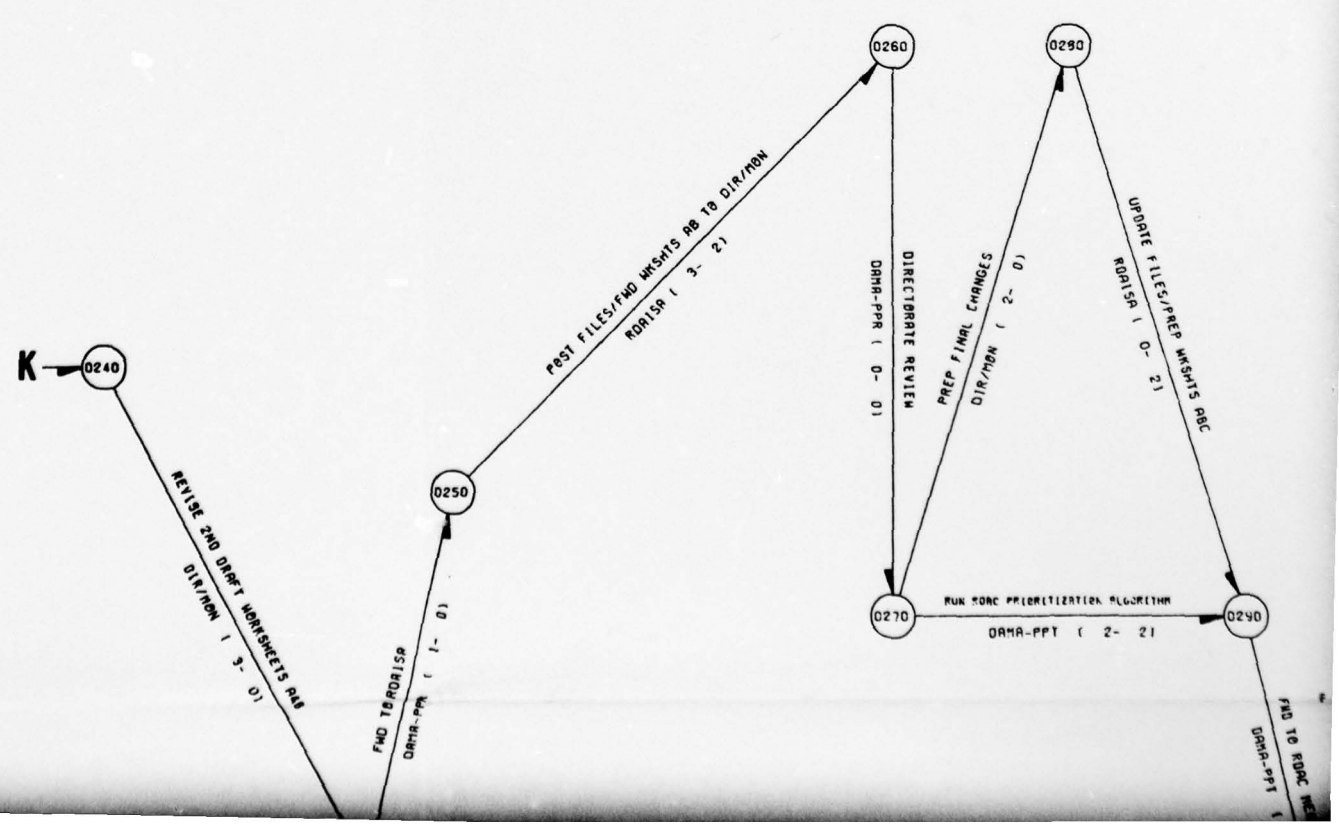
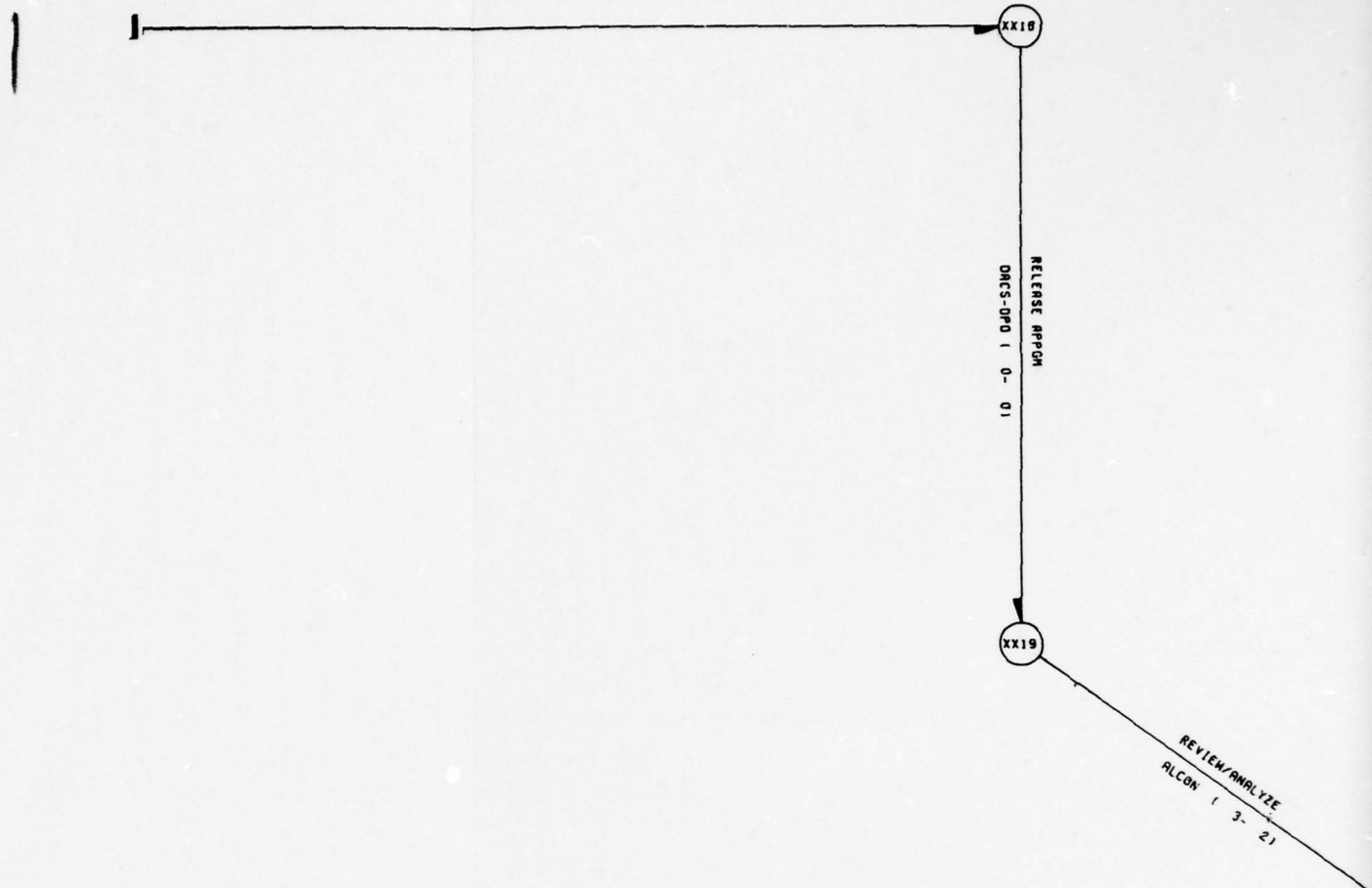
0231

M

15FEB79 15FEB79

19FEB79

23FEB79



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XX18

RELEASE APPROV
DIR/MON (0- 01)

XX19

REVIEW/ANALYZE
ALCON (3- 21)

XX20

XY07

RELEASE FINAL CO
10 0- 01

XY08

PREP RATE SECTN 1ST DRAFT PDR/FWD
DARR-PP (14- 61)

0290

PREP FINAL CHANGES
DIR/MON (2- 01)

UPDATE FILES/PRP MMHSHS PBC
RDRS/P (0- 01)

0290

RUN SORT PRIORITYIZATION ALGORITHM
DARR-PPT (2- 21)

END TO RDRC REC
DARR-PPT (1- 01)

0300

PREP/FWD TECH BASE PRE-RDRC READ PKG
DARR-PPT (2- 01)

0310

TECH BASE PRE RDRC REVIEW
RDRC MBS (0- 01)

0320

PREP/FWD RDRC READ AMEND PACKAGE
DARR-PPT (1- 21)

0330

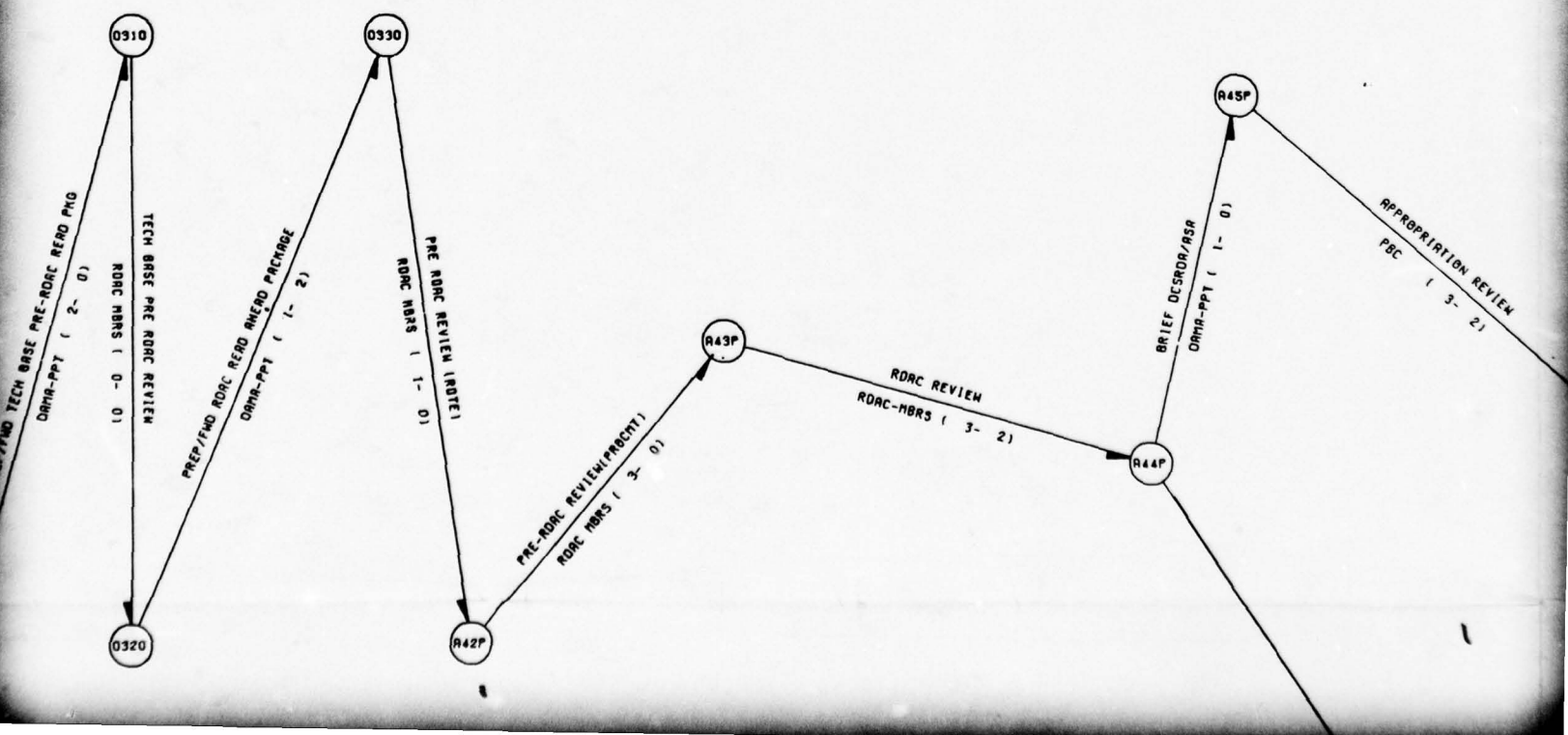
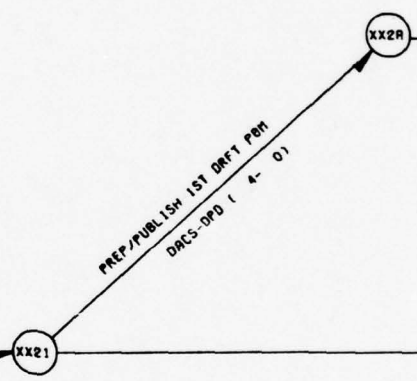
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RDRC MBS (1- 01)

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10-0-0 000
03 0001/2003120
XY08

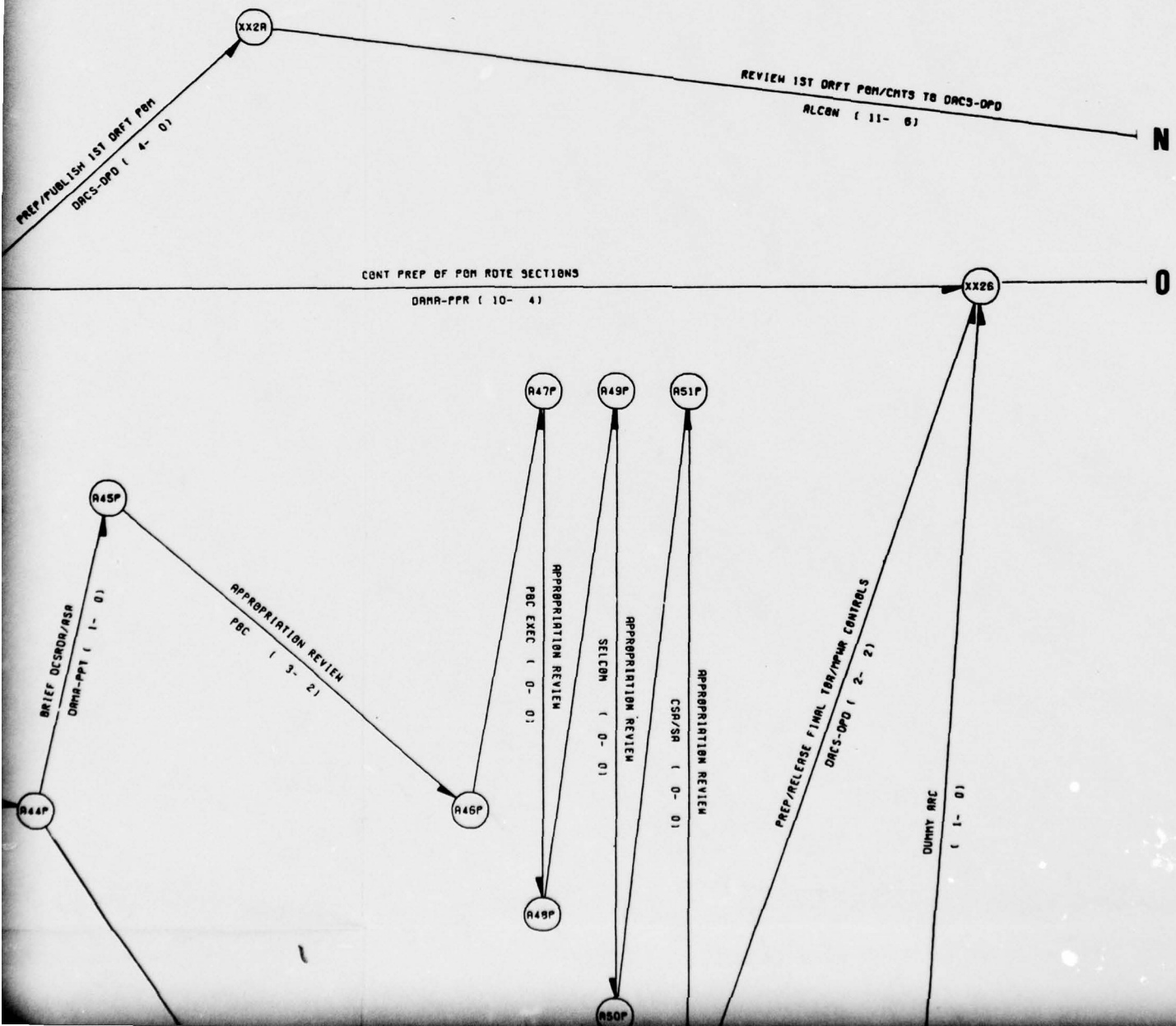
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PREP ROTE SECTN 1ST DRAFT FOR/FMO
DARR-PP (14- 6)

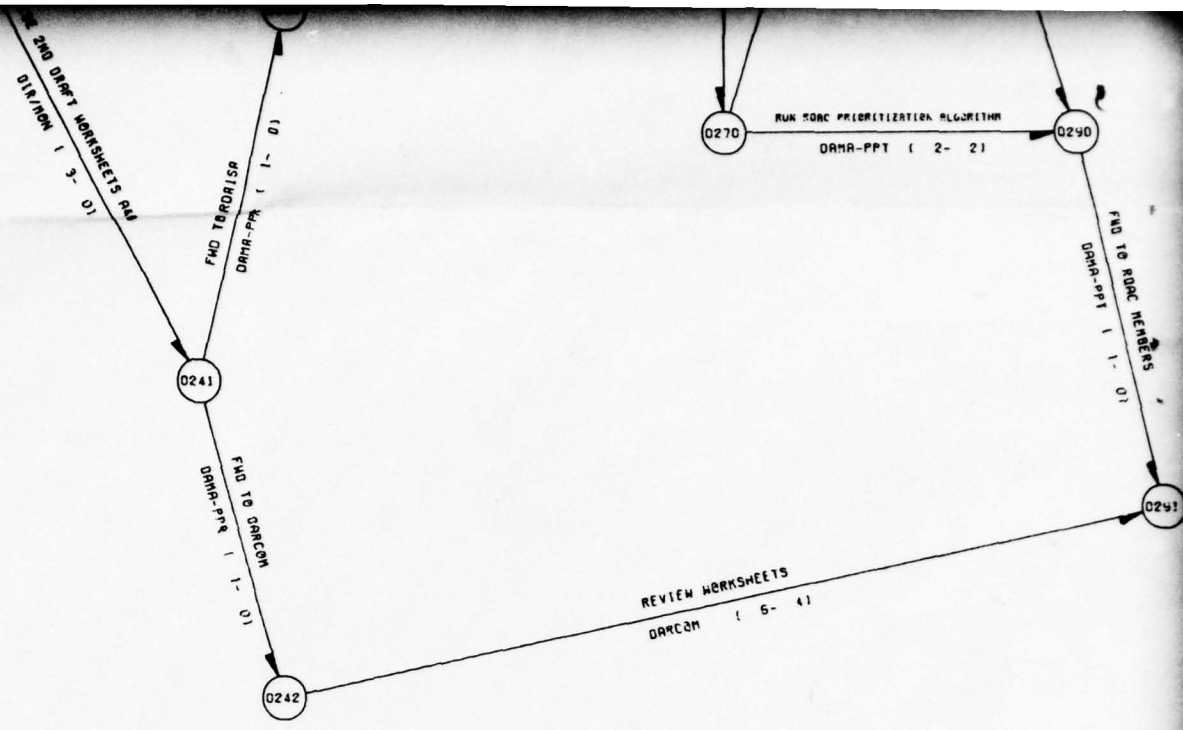
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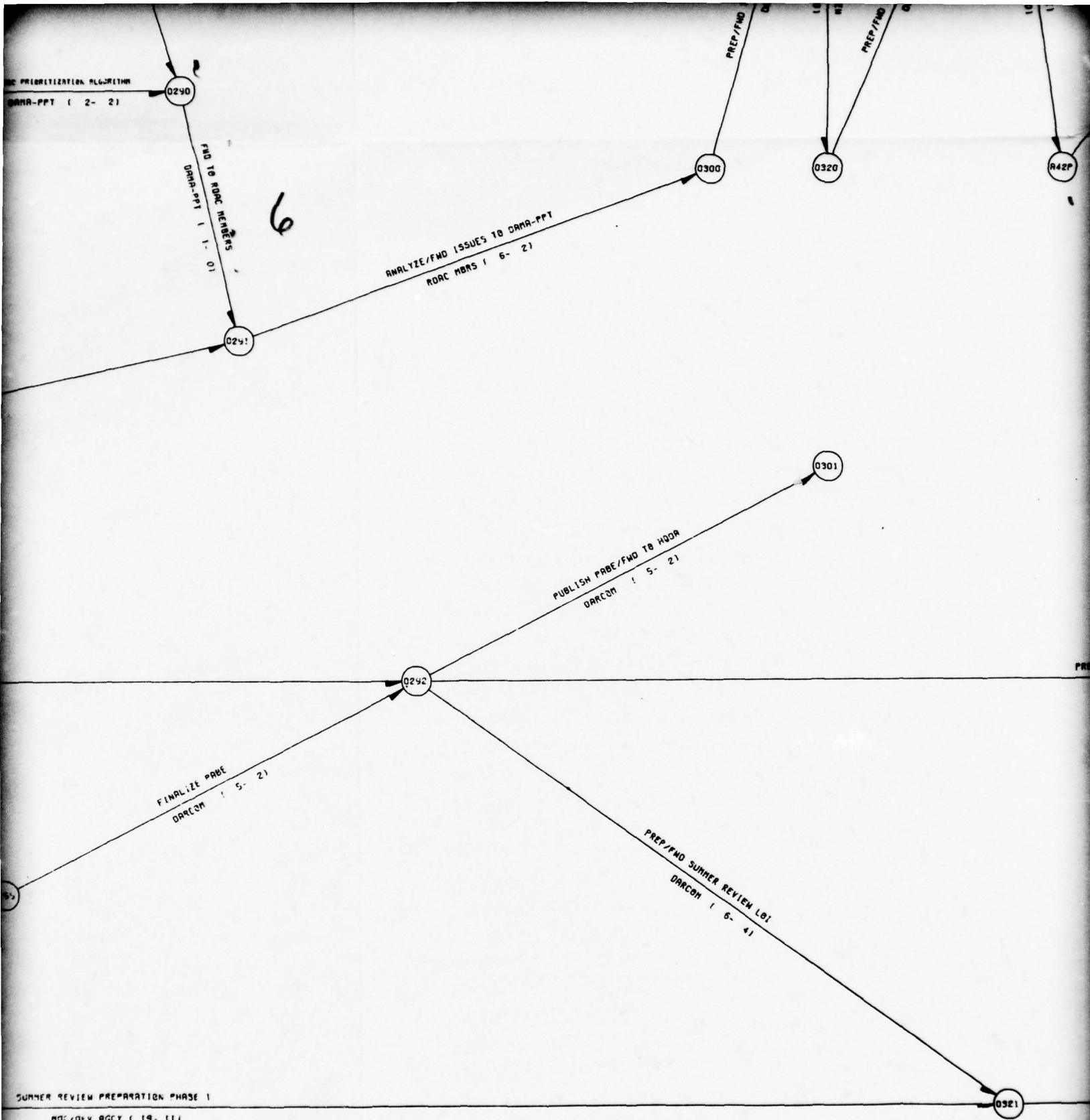
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L PREP FOR BUDGET FORMULATION-PHASE 1
DARCOM (19-5)

0250((0250)) -- "FINALIZE PHASE
DARCOM (5-)" --> 0250

M SUMMER REVIEW PREPARATION PHASE 1
MOL/DEV AGCY (19-11)



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11MAR79 12MAR79 13MAR79

15MAR79

20MAR79 21MAR79 22MAR79

25MAR79 26MAR79

RDE APPROPRIATION DEVEL

NETWORK I

Page 4 of 5

0320

042P

044P

0301

PREP FOR BUDGET FORMULATION PHASE 2

DARCOM (19- 8)

SUMMER REVIEW PREPARATION PHASE 2

MDL/DEV AGCY (17 6)

79 22MAR79

25MAR79 26MAR79

29MAR79

02APR79 03APR79 04APR79

05APR79

APPROPRIATION DEVELOPMENT PROCESS

NETWORK I

Page 4 of 5



SUMMER REVIEW PREPARATION PHASE 2
MDC/DEV AGCY (17 5)

04APR79 06APR79 09APR79 10APR79 11APR79 12APR79 15APR79 16APR79 17APR79 18APR79

N

XX3P

PREP 2ND DFT FCM
ALCON : 5- 21

O

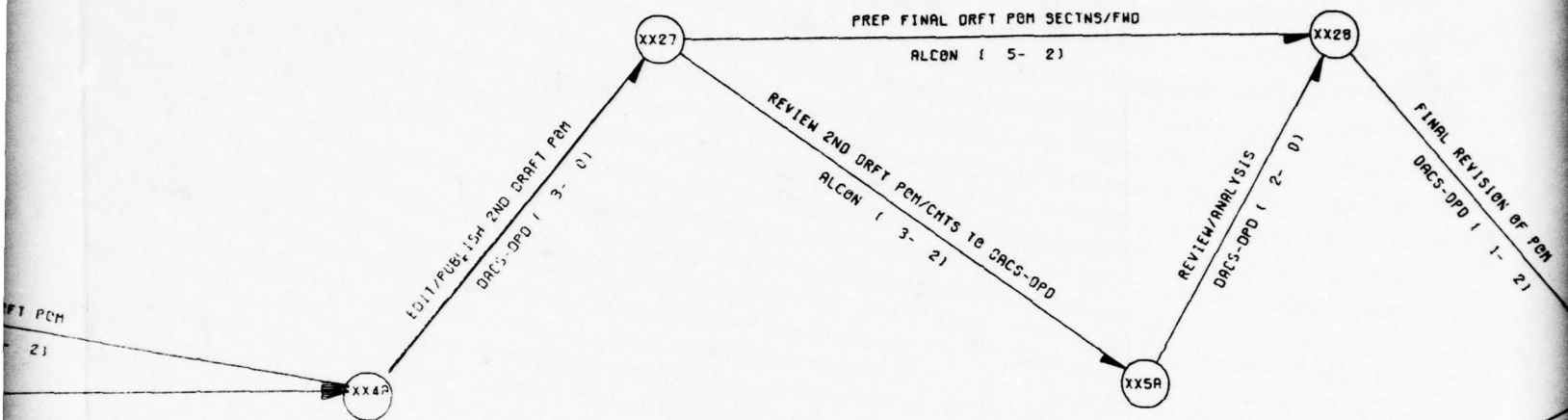
PREP PCM ROTE SECTN W/FINAL TOR
DAMA-PPR : 11- 41

XX4P

1011/FUGLISA 2ND
DACS-

PREP PCM ROTE ANNEX WRSHTS
DAMA-PPR : 21- 31

2



PREP PCM NOTE ANNEX WKSHTS
DAMA-PPR (21- 3)

3

TNS/FWD

XX28

REVIEW/ANALYSIS
DACS-DPD (2- 0)

XX5A

FINAL REVISION OF PCH
DACS-DPD (1- 2)

XX29

PRINT PCH/FWD TO OSD
DACS-DPD (4- 0)

PGH5

UPDATE FYDP ROTE ANNEX
DAMA-PPR (9- 3)

EPA7

PREP ROAC(EPA) READ-AHEAD PACKAGE

DAMA-PPT (5- 2)

4

UPDATE FYDP ROTE ANNEX
DAMA-PPR (9- 3)

FYD2

FWD TO DARCEN
DAMA-PPR (1- 2)

MAC1

PREP RDAC(EPA) READ-AHEAD PACKAGE
DAMA-PPT (5- 2)

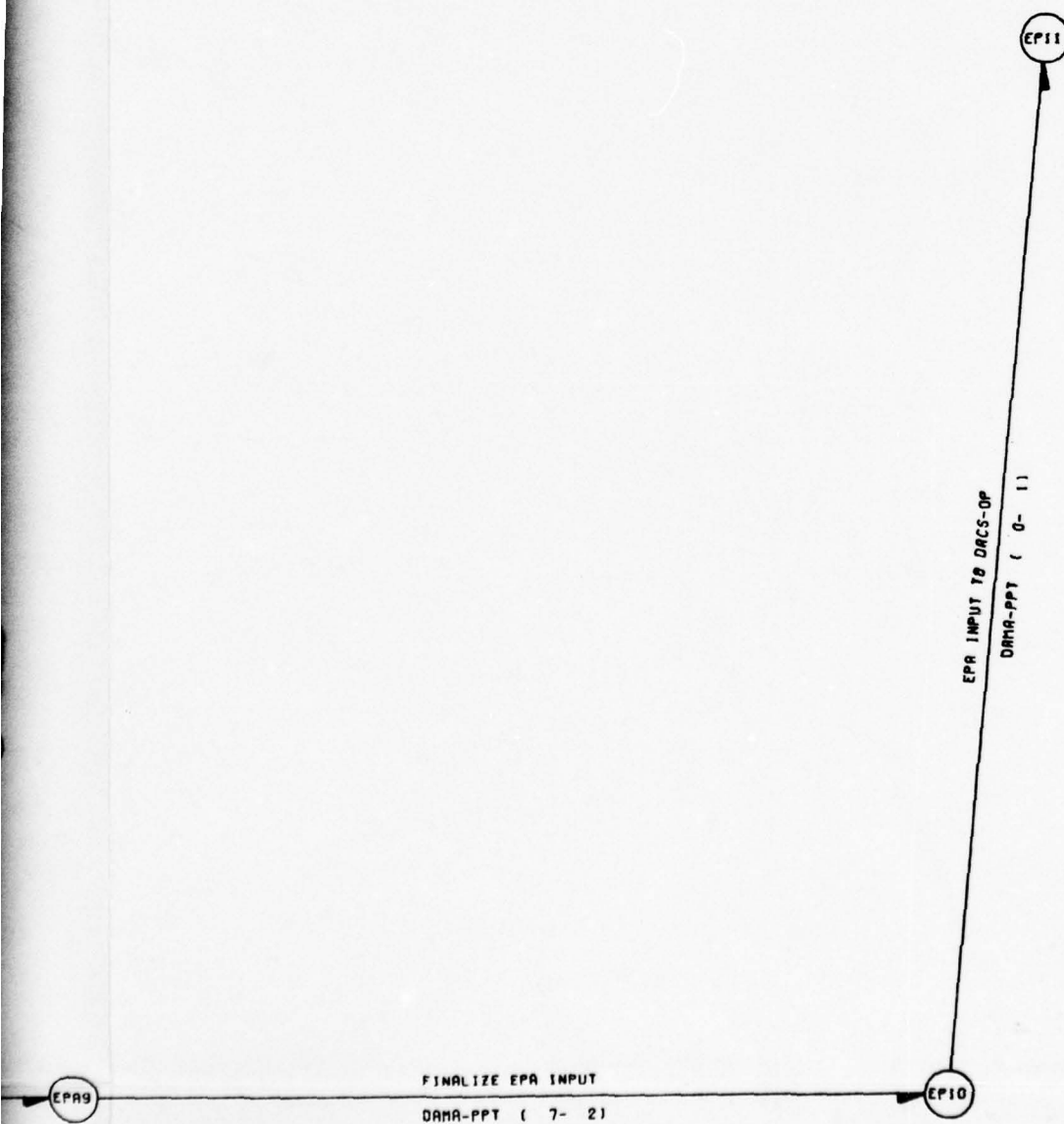
EPA8

EPA PRE-RDAC/RDAC REVIEWS
RDAC MBRS (2- 3)

EPA9

FINALIZE EPA 18
DAMA-PPT (7-

5



6
P

Q REVIEW EPA GUIDANCE
DAMA-PPR (4- 2)

EPA2

REVISE DRAFT EPA WKSHTS
DAMA-PPR (4- 2)

EPA3

PREPARE 2ND DRAFT EPA WKSHTS
RDA/ISA (2- 0)

EPA4

R SEE BUDGET FORMULATION NETWORK
(5- 2)

0323

23APR79 24APR79

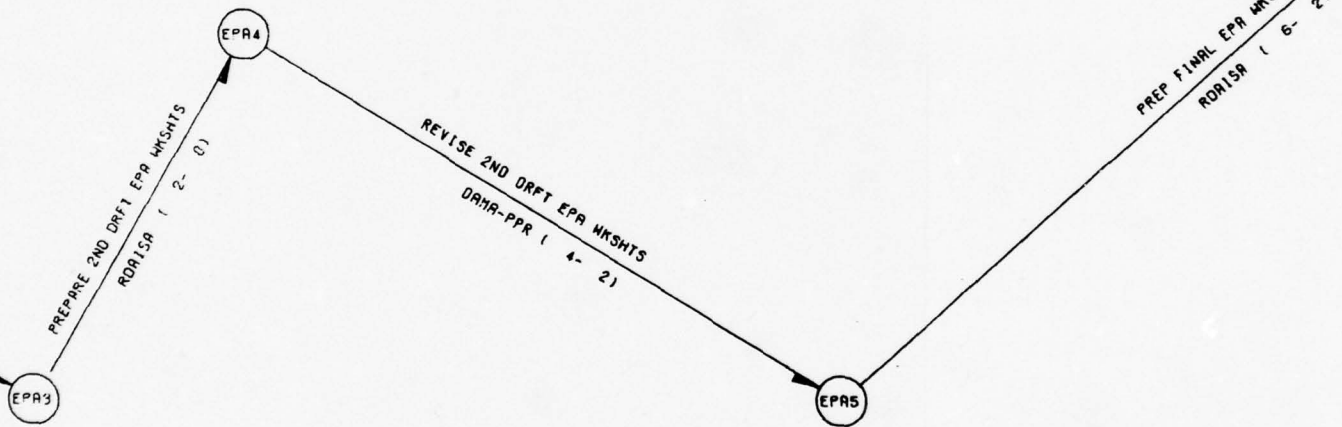
27APR79

30APR79

01MAY79

02MAY79

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30APR79

01MAY79

02MAY79

04MAY79

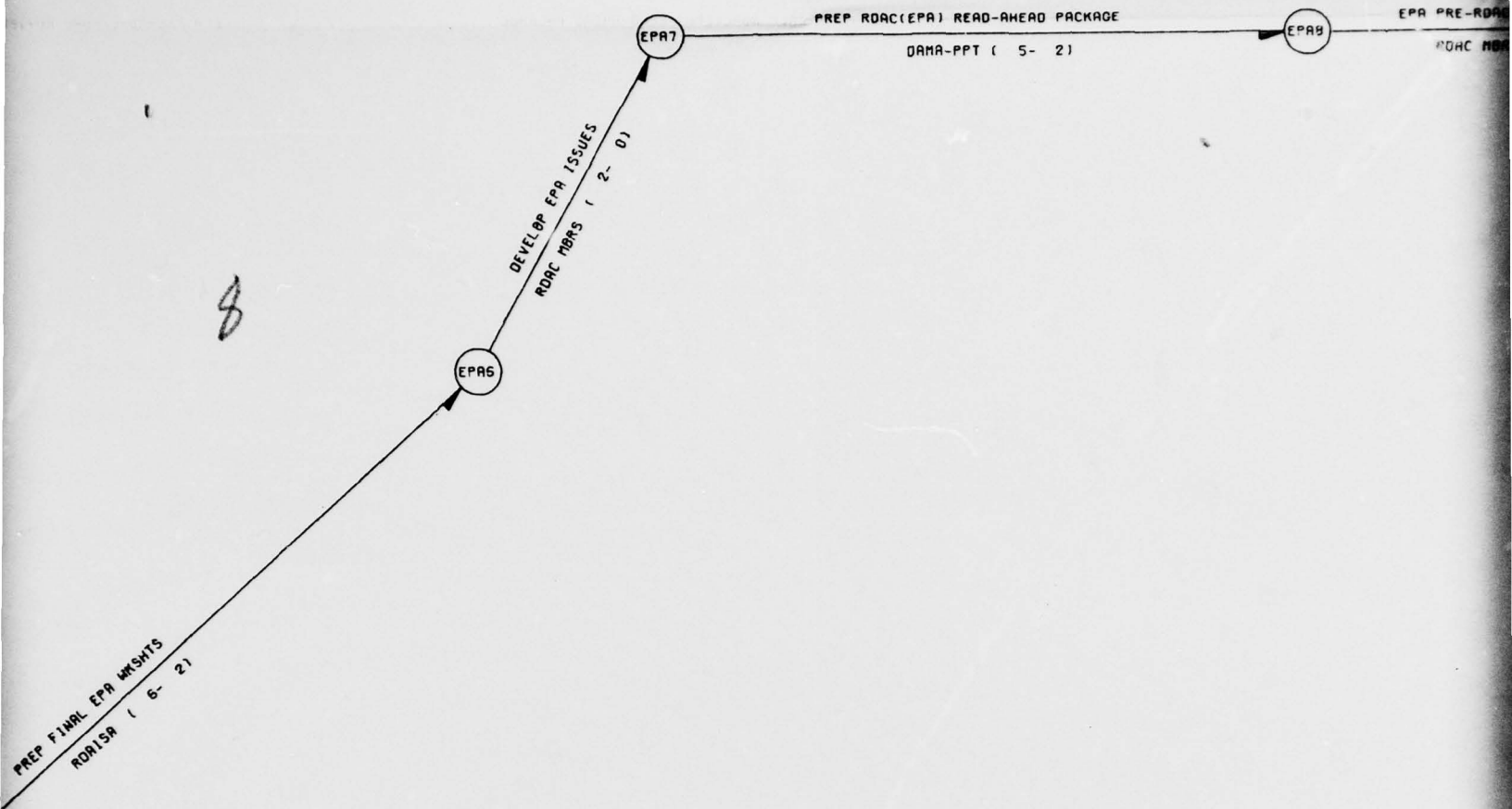
06MAY79

09MAY79

11MAY79

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RDTE APPROPRIA



14MAY79

16MAY79

18MAY79

25MAY79 26MAY79

PACKAGE

EPA9

EPA PRE-RDAC/RDAC REVIEWS

EPA9

FINALIZE EPA INPUT

21

RDAC MBRS (2- 3)

DAMA-PPT (7- 2)

9

25MAY79 26MAY79

29MAY79 30MAY79

FINALIZE EPA INPUT

DAMA-PPT (7- 2)

EP10

06 JUN 78 08 JUN 78

10

NETWORK

Network J

PARR Development Process

PURPOSE. This process enables the MACOM to develop information required to support and influence program development activities at HQDA.

DESCRIPTION. The network depicts the activities conducted at MACOM level during FY 80-84 POM development. Recent changes have occurred which significantly change the nature and timing of MACOM submissions during the program cycle--see paragraph 4-3d(3). Information as to how the MACOM will develop the new documents is not yet available to the study team. A description of the FY 80-84 PARR development process is, therefore, included to provide an indication of the type of activities required for program development at the MACOM level.

The process began with the preparation and forwarding of a Program Guidance Memo (PGM) by the Program Analysis Office (PAO) at the MACOM. The PGM was forwarded to installations and program directors in late August. In September, programmers at installation level developed and forwarded proposals to the MACOM for program input. These proposals were evaluated by MACOM program directors as they developed programs in light of guidance contained in the draft PAPPGM and other DA guidance documents. In January, the various program directors forwarded recommended programs to the PAO. The PAO edited/coordinated/consolidated these submissions in early January and informed program directors of any revisions required as a result of the draft CG received on 17 January 1978. In early February, the program was coordinated with the MACOM staff and approved by the Commanding General. Approximately two weeks were required to administratively process and publish the very lengthy document. It was forwarded to HQDA in late February.

CRITICAL MILESTONES. As discussed above, the process has been changed significantly for FY 81-85 POM development. This was due mainly to the fact that the 27 February 1978 submission was too late for the MACOM to influence materially the program. Proposals for program change must be at HQDA in time for analysis and consideration prior to the Functional Review in order to be effective.

LINKAGE TO OTHER NETWORKS. Not applicable for reasons cited previously.

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M10A

M11B

PREP PGH/FHD TO INSTALLATION
MACHIN PAB 1 5-

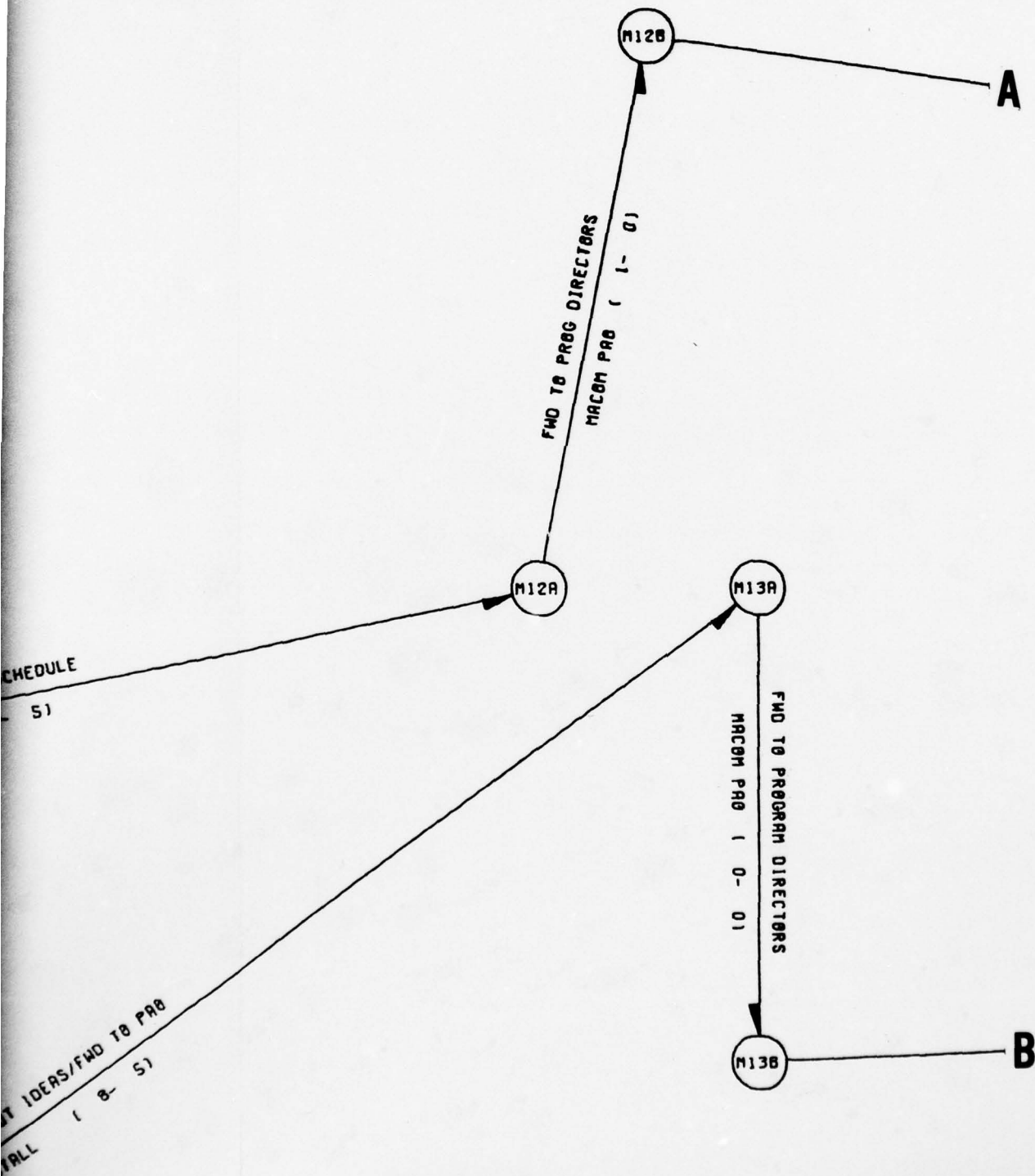
2

PREP PGM W/PARR DEV SCHEDULE
MACOM PAB (6- 5)

M118

PREP PARR INPUT IDEAS/FWD TO PAB
INSTALL (8- 5)

3



4

PREP PGM/FND TO INSTALLATIONS
MACON PAB (5- 2)

M11A

25AUG77

01SEP77

PARR

5

PREP PARR INPUT IDEAS/FWD TO PAR
INSTALL (8- 5)



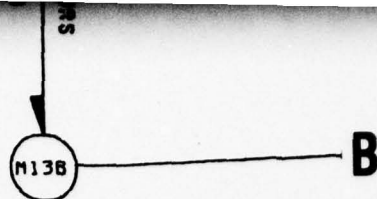
01SEP77

PARR DEVELOPMENT PROCESS

NETWORK J

Page 1 of 4

INPUT IDERS/FWD TO PAB
INSTALL (8- 5)



6

12SEP77 13SEP77 14SEP77

PROCESS

1

A



B



1

2

BEGIN PARR DEVELOPMENT
PRBG DIR (33- 16)

ANALYZE IDEAS/FWD CMTS TO PRG
PRBG DIR (32- 16)

P103

FWD ON PAPPON TO MACOM PRO
DRCS-DPD (1- 01

M14R

PREP & STAFF COMMENTS
MACOM PRO (11- 51

PREP PGM REF: PAPPON/FWD TO PROG DIR
MACOM PRO (9- 51

AD-A069 017

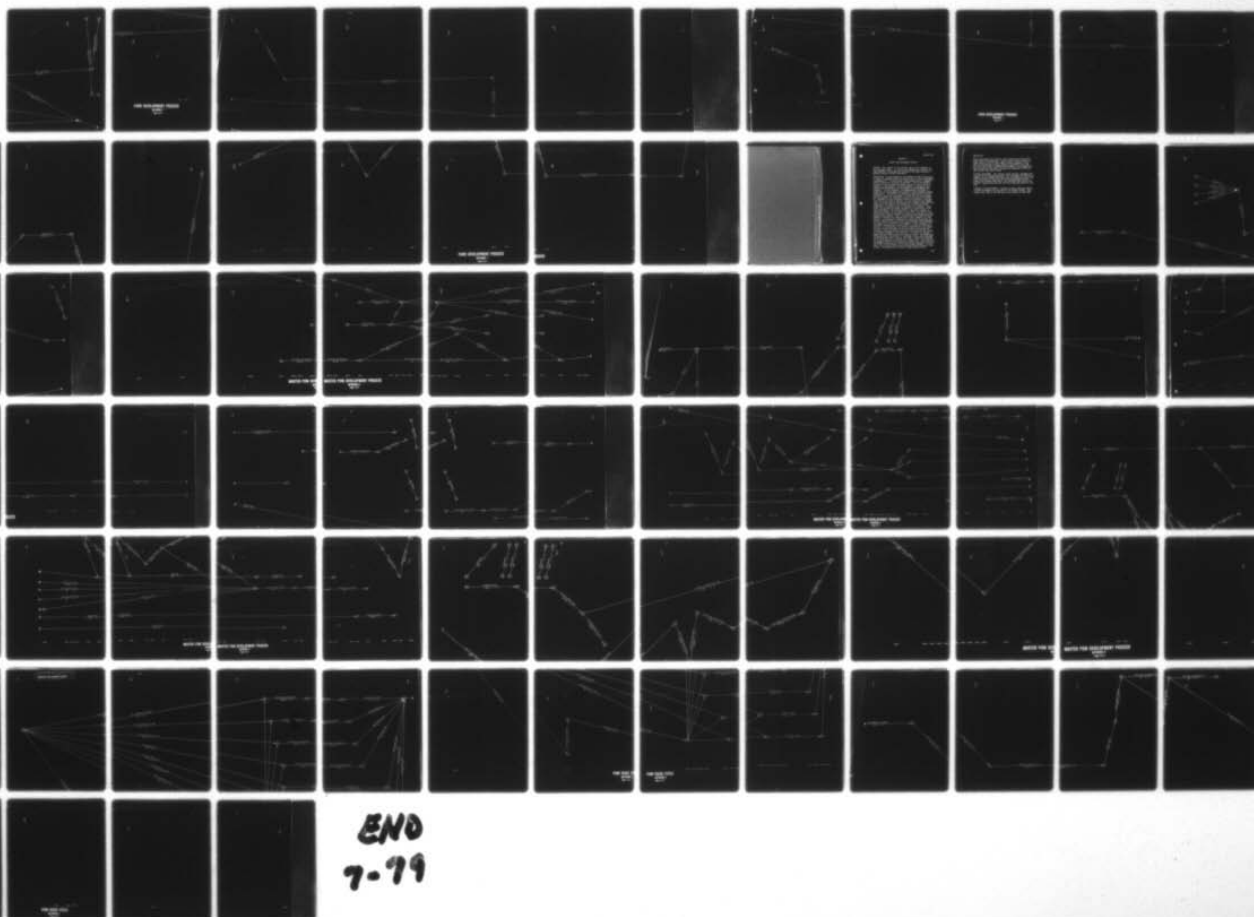
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MANAGEMENT ANALYSIS OF KEY RESOURCE OPERATIONS (MAKRO). VOLUME --ETC(U)
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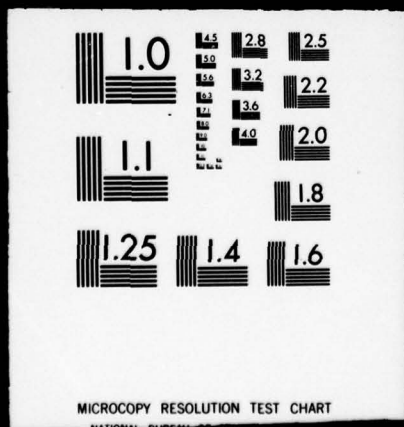
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4 OF 4

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P12B

P10R

FWD OCT P8G TO MACOM P8B
ORCA-BUB (1- 01)

FWD COMMENTS TO HQDA(ORCS-OPQ)
MACOM P8B (1- 0)

PREP & STAFF COMMENTS
MACOM P8B (11- 51)

M14B

P12M

C

PREP PGM REF: PAPPGM/FND TO PRG DIR
MACOM P8B (9- 51)

M15R

D

ANALYZE IDERS/FWD CMTS TO PAB

PRBG DIR : 32- 161

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178CT77 198CT77

PARR DEVELOPMENT PROCESS

NETWORK J

Page 2 of 4

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P11R

PREV INTERNAL CT OF 2ND DREF PROCESS
DRC-000 (3 - 2)

M16R

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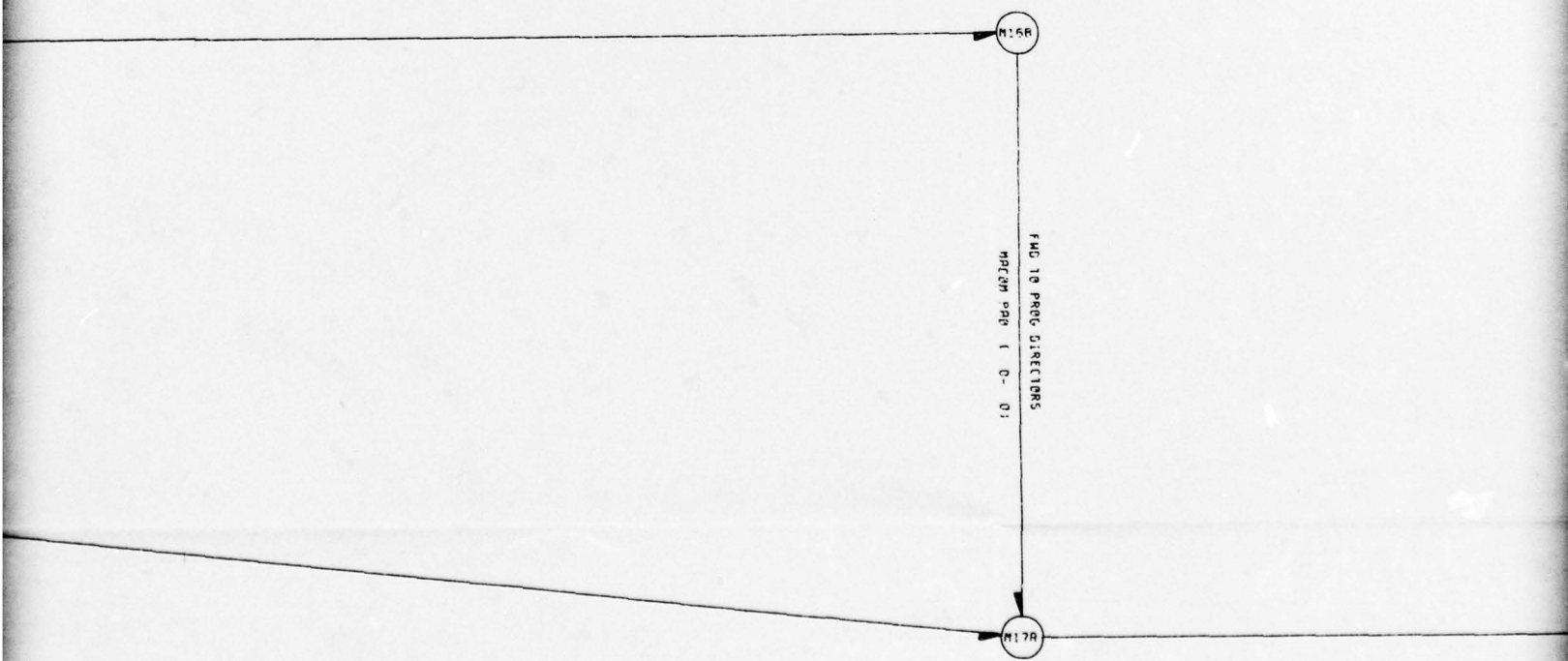
PREP PGM REF PAPPGM REVISIONS

MACOM PAR (19- 9)

ANALYZE EFFECT ON PROGRAM

MACOM PAR (27- 13)

3



4

FORMALIZE PROGRAM/FWD TO PAR

PRG DIR (15- 71

5



E

6

C

D

PREP FEEDBACK REF: PARR INPUT
MACOM PRO (9- 4)

M10R

FMG TO INSTALLATIONS
MACOM PRO (1- 0)

M11R

11NOV77

14NOV77 15NOV77 16NOV77

ANALYZE EFFECT ON PROGRAM
MACCM PAG (27- 13)

7

END TO INSTALLATIONS
1- 01

M:JA

15NOV77 16NOV77

FIG 18 PROG DIRECTORS
MPCOM PAR (0 - 0)

M17A

13DEC77

PARR DEVELOPMENT PROCESS

NETWORK J

Page 3 of 4

9

FORMALIZE PROGRAM/FWD TO PAC

PRG DIR 15- 71

10

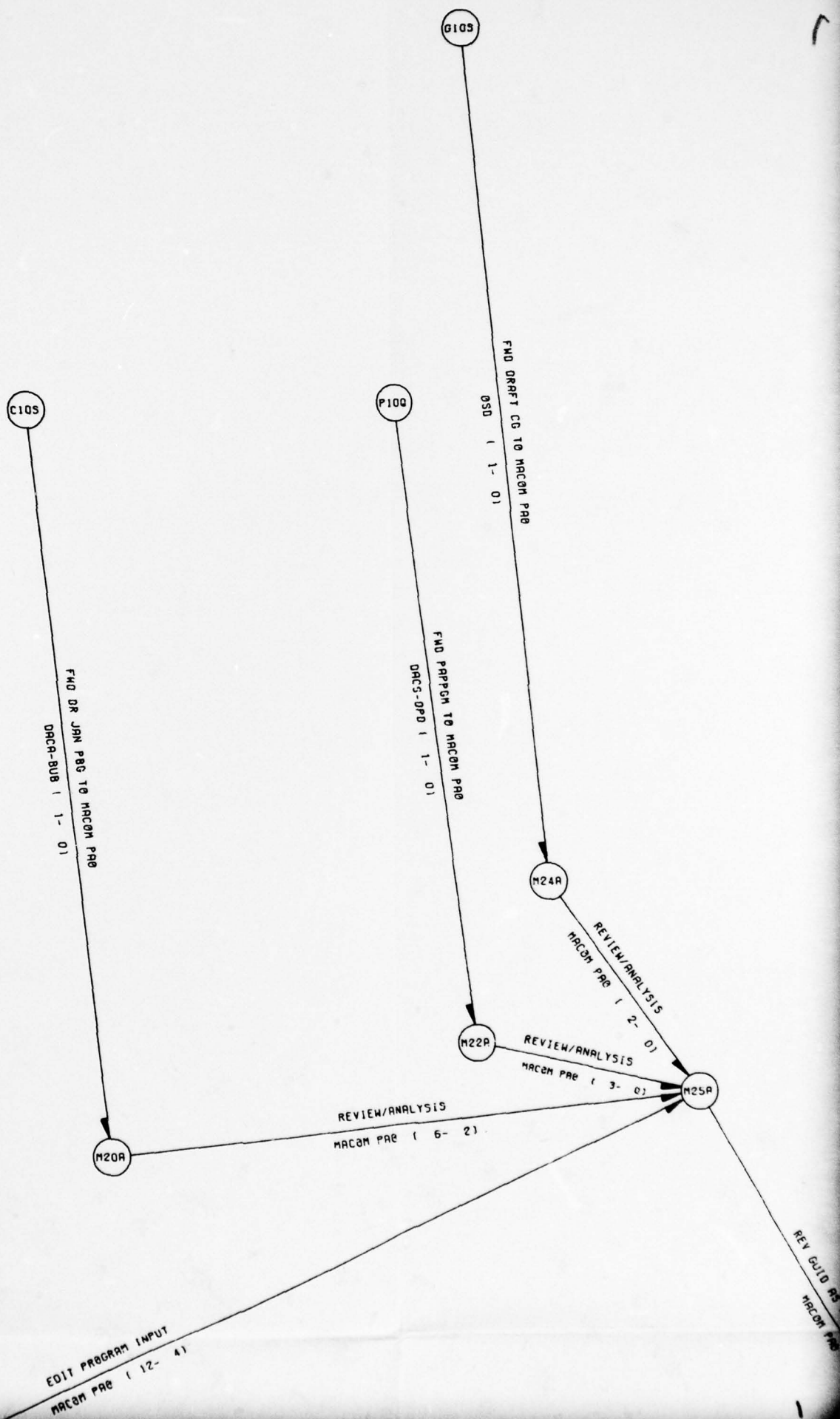
E

M19A

W/END TO PRO

15- 71

04JAN75



0103

2

FWD DRAFT CG TO MACOM PRG
OSD (1- 01

M24A

REVIEW/ANALYSIS
MACOM PRG (2- 0)

M22A

REVIEW/ANALYSIS
MACOM PRG (3- 0)

M25A

REV GUID RS ROD/RTN PROGRAM M
MACOM PRG (2- 2)

M27A

REV PRG/REWRITE/RTN TO PRG
PRG DIR (5- 2)

3

M27A

COORD PARR W/STAFF
MACOM PAR (6- 2)

M28A

BRIEF/OBTAIN APPROVAL OF CNOG GEN
MACOM PAR 1 2- 01

4

P:OX

FWD PARR TO HQDR(ORCS-OPD)
MACON PAB (1- 2)

EDIT PROGRAM INPUT
MACOM PAR (12- 4)

5 E

11 JAN 79 12 JAN 79

15 JAN 79 17 JAN 79 19 JAN 79

20 JAN 79

6

REV GUID RS ROD/RIN PROGRAM W/CHTS
MRCOM PRG (2- 2)

REV PRG/REWRITE/RIN TO PRG
PRG DIR (5- 2)

M26A

7

BRIEF/OBTAIN APPROVAL OF CNOG GENRL
MPCON PRO 1 2- 01

M29A

31 JAN 79

08 FEB 79

10 FEB 79

PARR DEVELOPMENT PROCESS

NETWORK J

Page 4 of 4

BRIEF/OBTAIN APPROVAL OF CMOG GENRL
MACOM PAR 1 2- 01

8

M29A

PREP FOR PRINTING/PRINT PARR

MACOM PAR (9- 5)

M30A

1079

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PROCESS

PRINT PARR

9- 51

M30A

9

24FEB78

NETWORK

Network K

Master POM Development Process

PURPOSE. This network is the skeletal base for all networks in the programing phase. It depicts the sequence and timing of program guidance, review/decision briefings, and other actions of general interest to staff programers.

DESCRIPTION. The development of the PAPPGM and PARR instructions is begun in September while the program force is under development (see Network F). In mid-October, the program force is released and TAA results are available to ODCSOPS. This allows ODCSOPS analysts to develop program guidance and to initiate efforts to identify a core program. The draft PAPPGM is released in mid-October and forwarded for review/comment to DA and MACOM staff elements. In early November, a Program/Budget Conference is scheduled to discuss MACOM participation in the upcoming Program/Budget cycle. The ARSTAF is scheduled to develop and cost core decrement issues during November in order that the core program may be presented for leadership review at the end of that month. On 1 December two key programing events are scheduled: the publishing of core resource controls and the release of the LOGSACS tape. Decisions made in the DPS portion of Budget Formulation are reflected in the January FYDP Update and in the January PBG. MACOM input of program issues is received on 15 January. These issues are assigned an ARSTAF proponent for coordination of further development. The Program Force is revised in January to reflect the impact of any change to the FYDP. The force is then (mid-January) sized by ODCSPER to determine MPA Appropriation and manpower requirements. This provides a basis for eventual development of training requirements and the April ARPRINT. In late January, a conference is scheduled to coordinate the ARSTAF position on resource allocation priorities with major Army commanders. The draft CG is forwarded for DA comment in early February, and the ARSTAF develops and presents major CG issues for OSD consideration. In mid-February, all PDIP are considered by the leadership during the Functional Review and relative priorities are assigned. Resource guidance resulting from the Functional Review is provided to MACOM in late February. In mid-March, the CSA meets with the SECDEF concerning CG major issues. The APPGM with POM preparation instructions is published in early March and POM narrative preparation is begun. The PABE is received from MACOM on 15 March and used by the ARSTAF to refine PDIP. The final Consolidated Guidance is received about 23 March and a memo update to the APPGM is published to reflect any guidance changes. In early April, the 1st draft POM is published and the RDAC Review is completed. The Appropriation Review is begun about 12 April.

CAA-SR-79-6

After the Appropriation Review, final controls for TOA and Manpower (MPR) are established. These controls and the results of staff review of the 1st draft POM are used to prepare a final draft of the POM and to begin update of the FYDP in early May. The final draft POM is reviewed by the ARSTAF, final changes are made by PAED, and the POM is printed and forwarded to OSD (with the current FYDP) about 18 May.

CRITICAL MILESTONES. The critical events are the 1 December publication of Core Resource Controls, the 1 December availability of LOGSACS, the 15 January PARR input, the late January or early February publishing of the draft CG, the mid-February Functional Review, the 15 March PABE input, the late March RDAC review, the mid-April Appropriation Review, and the 18 May publication of the POM.

LINKAGES TO OTHER NETWORKS. Linkages to other processes supporting POM development are indicated in the network diagram. This network also links to the POM Issue Cycle Network at Node POM5.

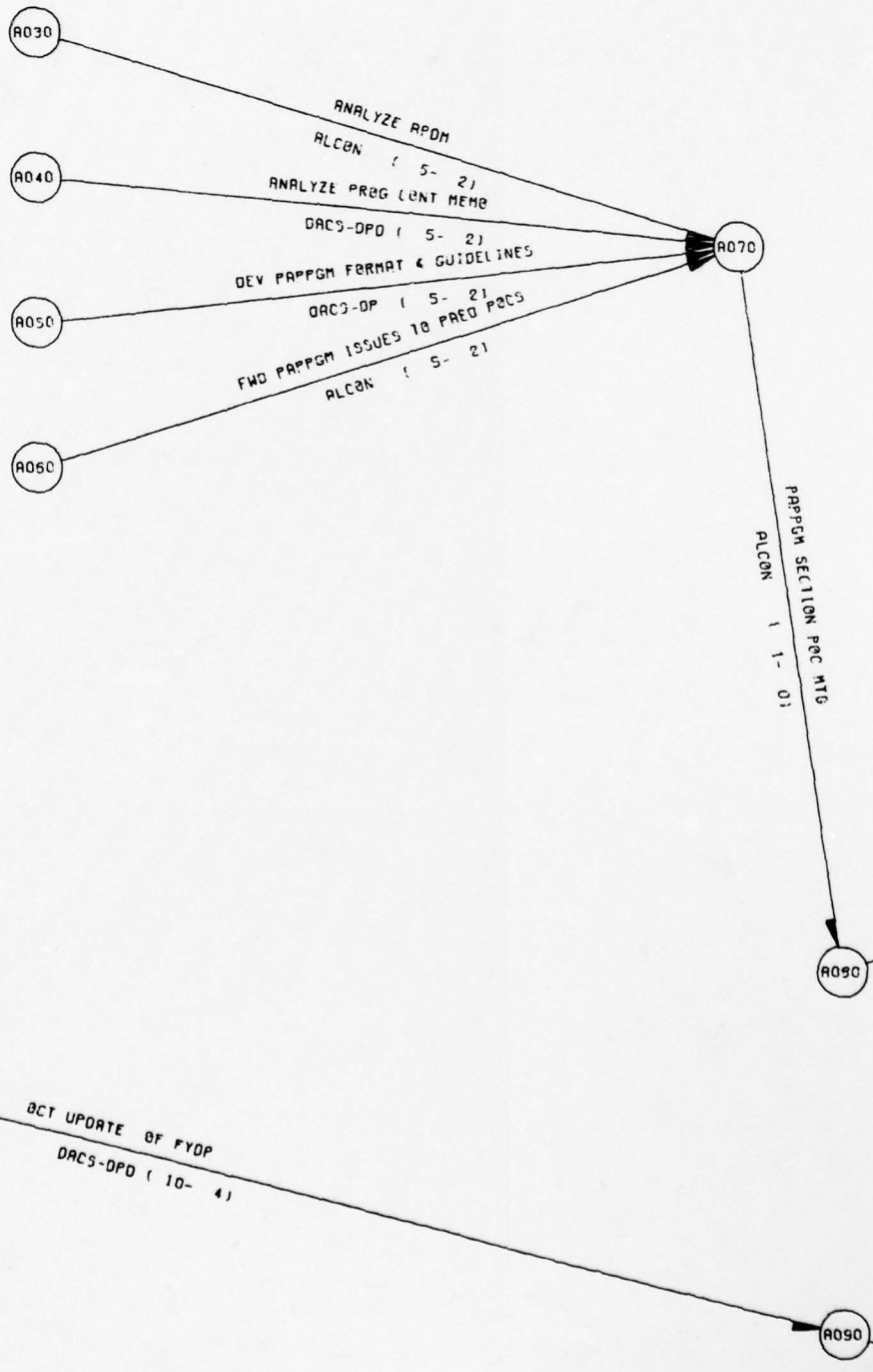
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SUBMIT BUDGET ESTIMATE TO OSG

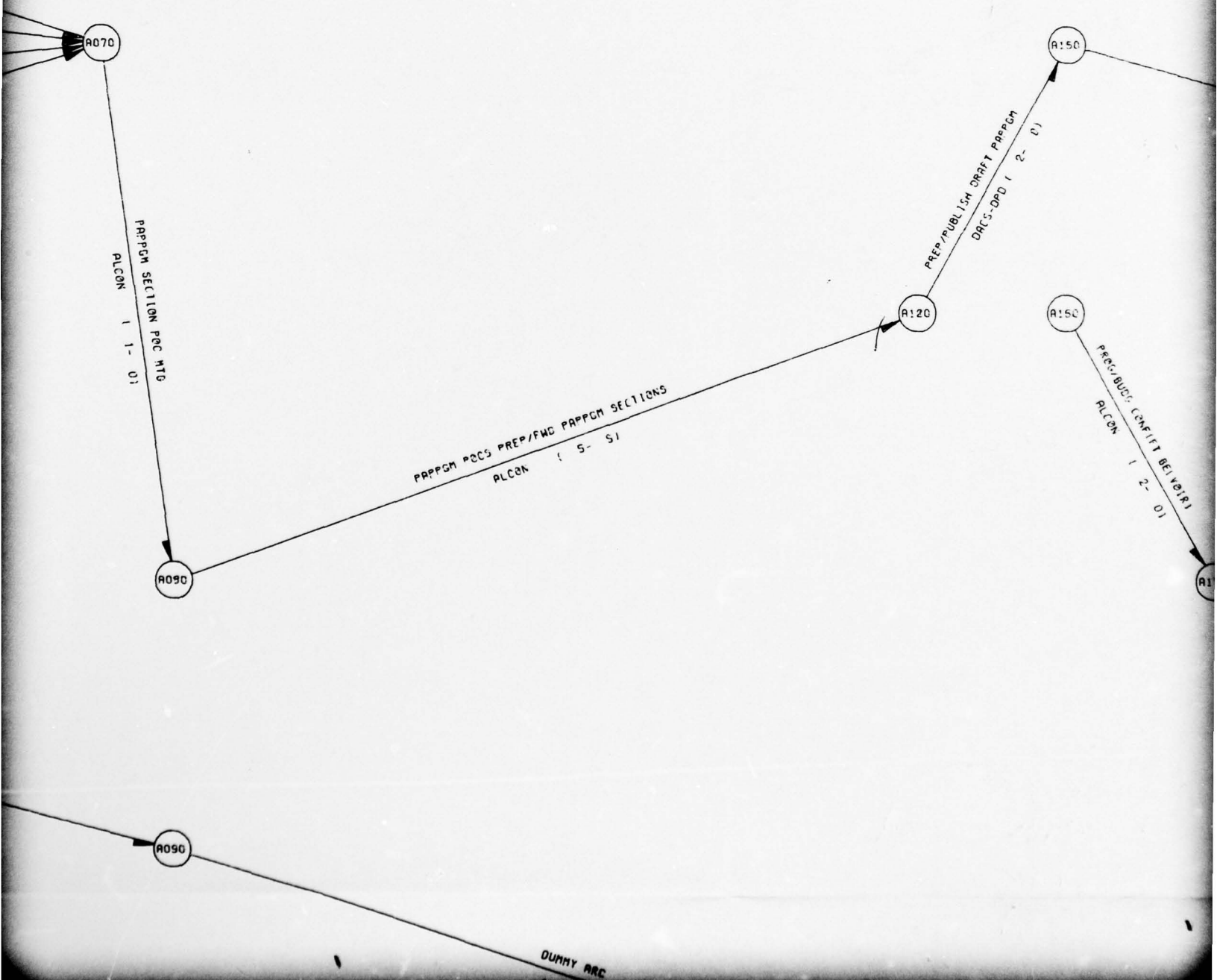
DACA-BUB (5- 2)

A020

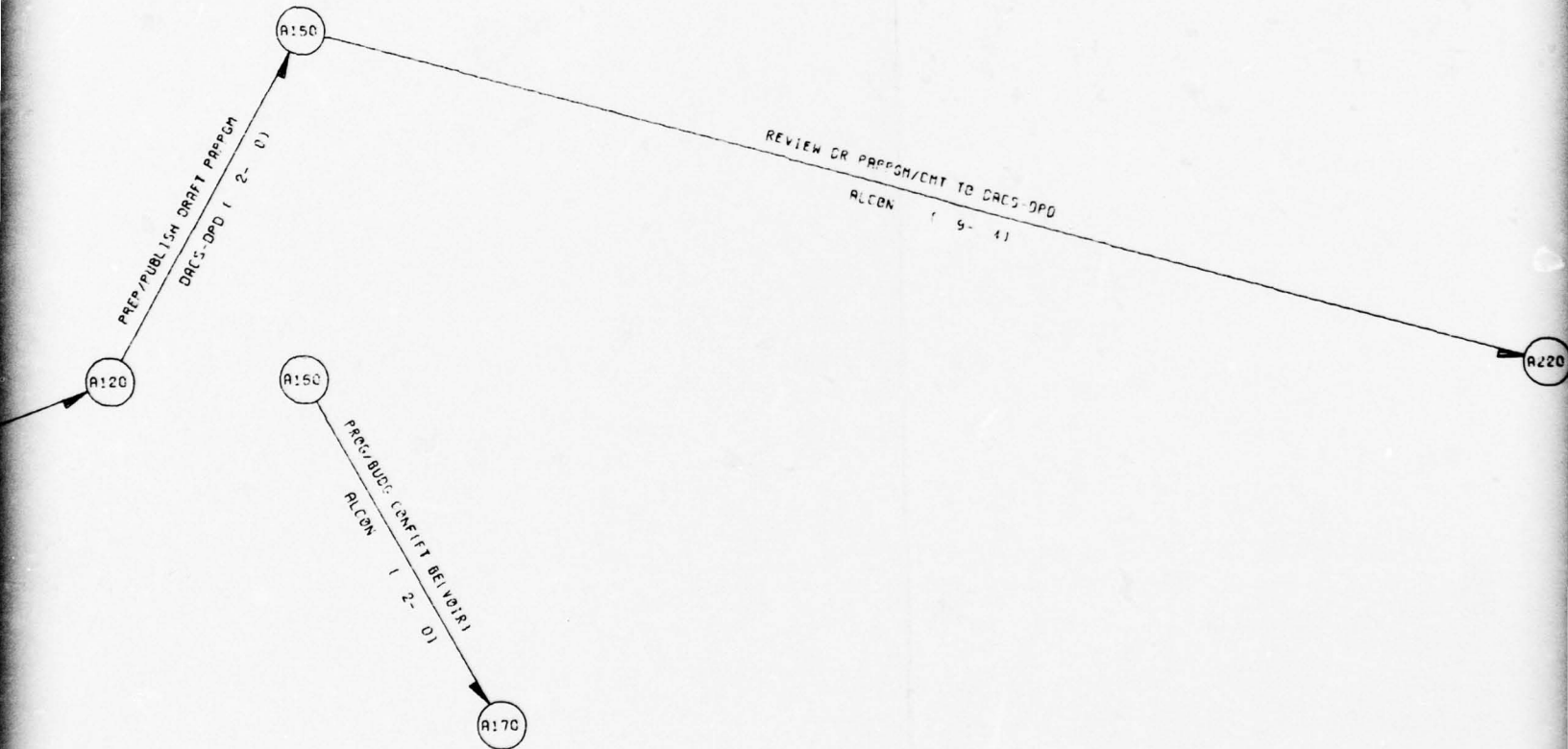
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3



4



R230

PROG. BUSS. CONFERENCE (FT. MC PHERSON)
ALCON
(2- 0)

R240

WCHT TO CACS-OPD
(9- 4)

R220

A

B

PRIORITIES FOR PROG DEV

6

15SEP78

22SEP78

10- 4)

A090

7

A092

A065

PREP/FWD DRAFT PARR INSTRUCTIONS

DACS-DPD (4- 9)

26SEP78

05OCT78

05OCT78 06OCT78

06OCT78

MASTER POM DEV
NET
Pa

A090

DUMMY ARC
(5- 5)

A099

TAR 85 STUDY RESULTS TO BCCSOPS

SEENETWORK F (5- 2)

A140

DUMMY ARC
(2- 0)

A092

RELEASE PRGM M FORCE

SEENETWORK F (4- 3)

A110

LOGSACS
SEENETWORK G

PREP PERSACS/RESULT
DAMA-FDA

A180

REVIEW DR PARR INST/CNT TO DACS-DPD
ALCBN (8- 2)

PREP/FWD DRAFT PARR INSTRUCTIONS

DACS-DPD (4- 3)

A100

REVIEW DR PARR INST/CNT TO DACS-DPD

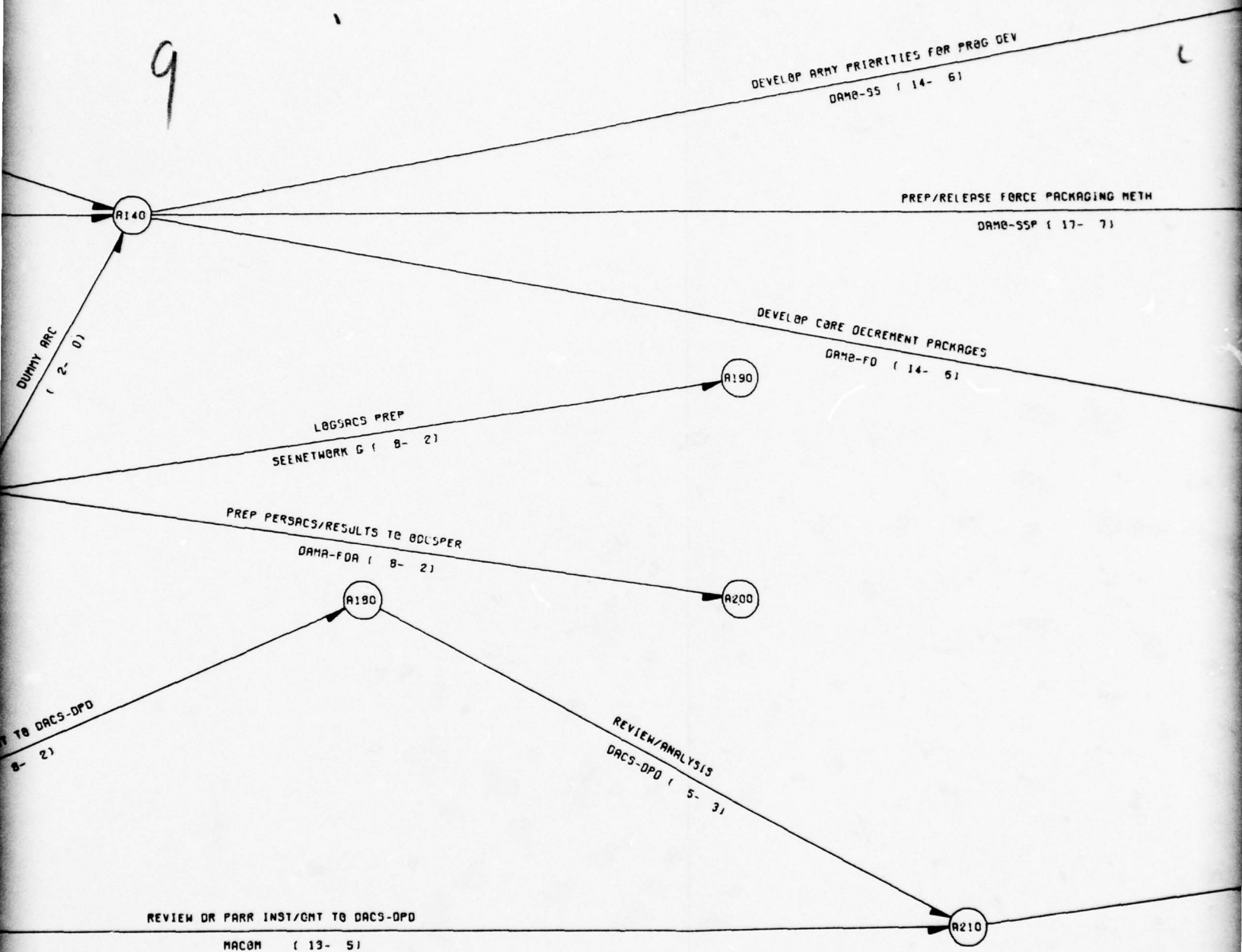
MACOM (13- 5)

050CT78 060CT78 080CT78 100CT78 150CT78 160CT78 170CT78 180CT78 200CT78

MASTER POM DEVELOPMENT PROCESS

NETWORK K

Page 1 of 5



160CT70 170CT70 180CT70

200CT70

250CT70

280CT70

310CT70

DEVELOP ARMY PRIORITIES FOR PROG DEV
DAMB-55 (14- 61)

B

10

PREP/RELEASE FORCE PACKAGING METH
DAMB-55P (17- 71)

C

DEVELOP CORE DECREMENT PACKAGES
DAMB-FD (14- 61)

A190

D

A200

ANALYSIS
DPD (5- 31)

E

A210

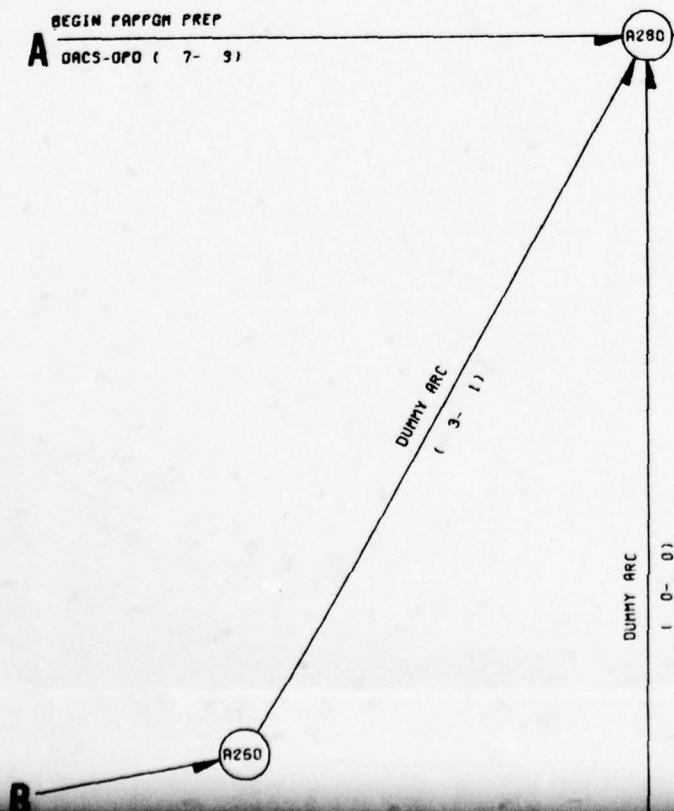
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310CT70 01MBV70

BEGIN PAPPGM PREP
A OACS-DPO (7- 3)

PREP/PUBLISH PAPPGM
OACS-DPO (7- 4)



2

PREP/PUBLISH PAPPGM

DACS-DPD (7- 4)

A310

A300

DETERMINE CORE FISCAL LVLS (BY MACOM)
DACS-DPD (3- 3)

A330

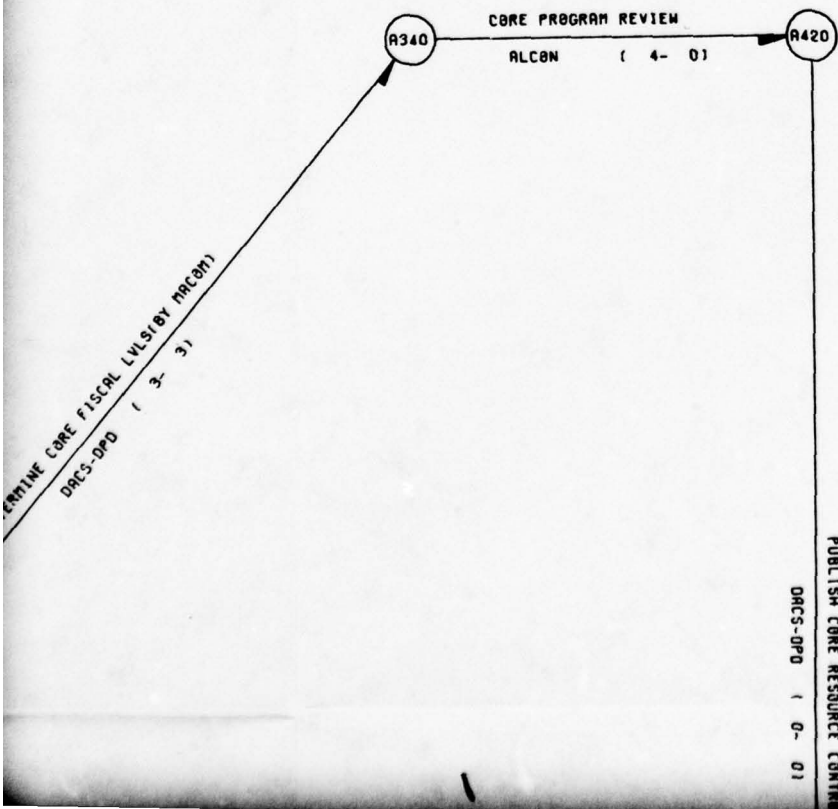
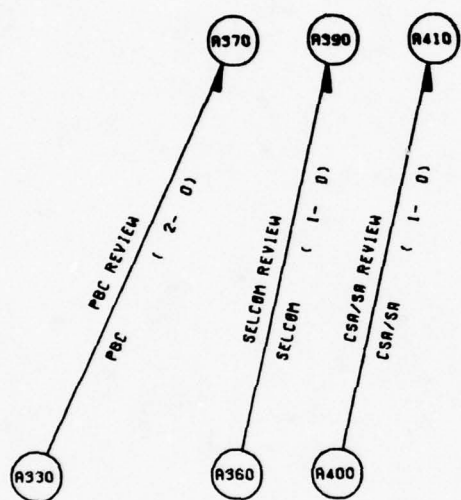
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CORE

ALC

PBC REVIEW
PBC

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R445

DPS CYCLE

R460

SEENETWORK M (5- 2)

R450

PBC

1 0 - 01

BUDGET MAJOR ISSUES REVIEW

R460

FILE

(5- 21)

R480

F

5

JAN UPDATE OF FYOP

ALCON (18- 10)

G

H

DUMMY ARC

(0- 0)

B

R260

6

C

R270

STAFF LISTING OF DECREMENT POINTS
PLEEN (10- 5)

D

R250

E

PREP/FWD PARR INSTRUCTIONS
GRCS-DPD (10- 5)

R230

7

STAFF LISTING OF DECREMENT POINTS
ALCON 10- 31

A300

FMG TO MRCNS
DACS-DPO (1- 1)

A230

BEGIN APP PREPARATION
MPCRM 7- 31

A320

A321

LOGSAC
SEENETWORK

13NOV78

21NOV78

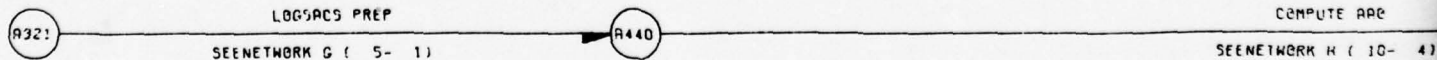
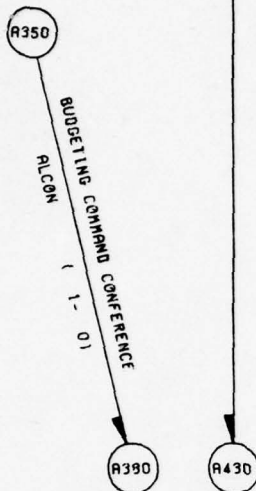
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MASTE

154 CORE RESOURCE CONTROLS
DACS-DPO (0- 0)



25N08V78 27N08V78 29N08V78 30N08V78 010EC78

MASTER POM DEVELOPMENT PROCESS

NETWORK K

Page 2 of 5

9

PREP/FWD PASS TO DAC

MACOM (35

COMPUTE ARE

SEENETWORK H (10- 4)

A470

11DEC78 12DEC78

15DEC78

19DEC78

PROCESS

10

PREP/FWD PARR TO CACS-DPO

MACOM (35- 19)

A470

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F

FINALIZE ARMY BUCG/FWD TO CONGRESS
SEENETWORK M (23- 12)

AS00

PREP/FWD

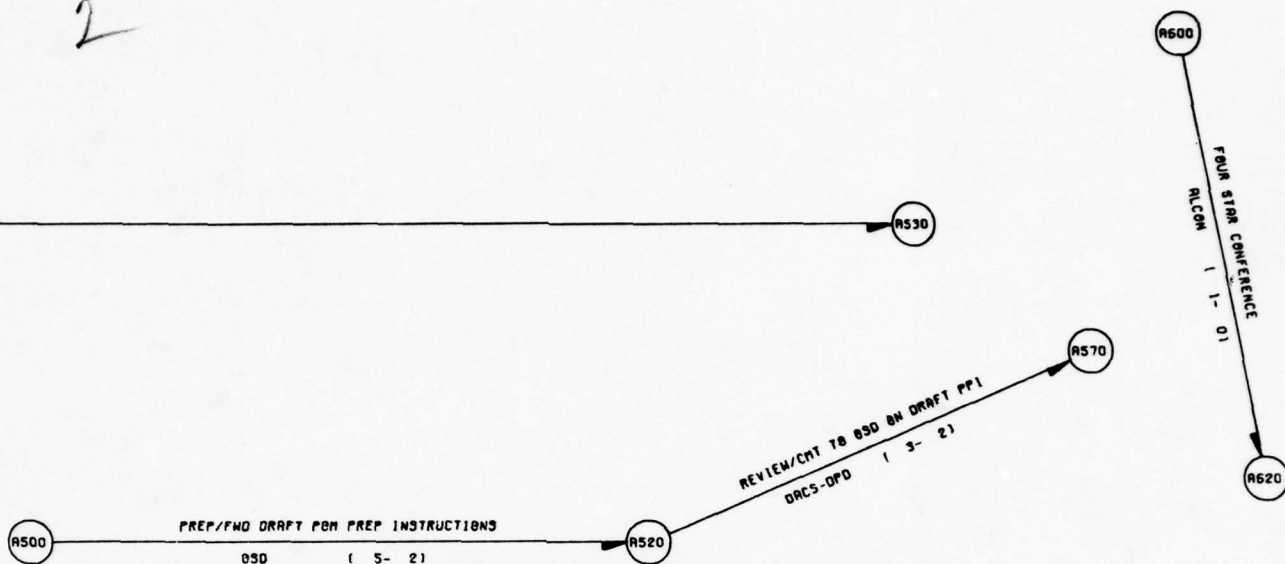
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A490

H

FINALIZE/FWD JAN PBG
CACR-SUB (28- 14)

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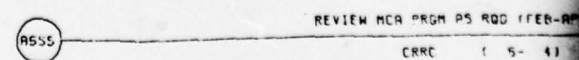
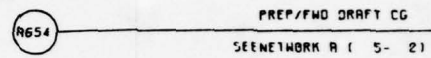
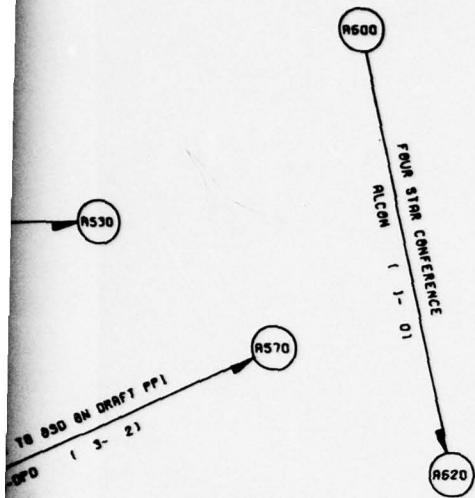


A490



A590 DEVELOP/FWD 9
ALC

3



4

PREP/FWD DRAFT CG
SEENETWORK A (5- 2)

A570

K

CONSOLIDATE POIPS
DACS-DPO (4- 2)

A590

L

STAFF/MPDGM POIPS/FWD
NLCON (4- 2)

A550

REVIEW MCA PRGM PS RQD (FEB-APR)
CRRC (5- 4)

A591

H

FINALIZE/FWD JAN PBG
CACR-SUB (29- 14)

5

A495

REVISE PROGRAM N FORCE PS REQUIRED
DATE-100 (2- 1)

A495

FWD FORCE STRUCTURE ALLIANCE DATA
DATE-100 (2- 0)

A497

I

J

COMPUTE 1ST DRAFT AND
SEENETWORK M (24- 14)

05 JAN 79

09 JAN 79

11 JAN 79 12 JAN 79

AS90

6

AS50

AS35

A495

AS05

A497

DUMMY ARC
(9- 3)

COMPUTE PERSPCS/FWD TO DAPE-MS
DAPE-FDA (13- 5)

COMPUTE MPA REQUIREMENTS
DAPE-MBS (5- 2)

SIZE FORCE WITH COMPLIP MODEL
DAPE-MBM (2- 2)

FWD FORCE STRUCTURE ALLOWANCE DATA
DAPE-DP (2- 0)

REVISE PROGRAM M FWD AS REQUIRED
DAPE-DP (2- 1)

IDENT/FWD PARR PDIPS TO STAFF PCS
GACS-DPD (5- 2)

AS10

AS40

JOINT DA/DARCOM AMP REVIEW
ALCON (4- 0)

AS50

09 JAN 79

11 JAN 79

12 JAN 79

15 JAN 79

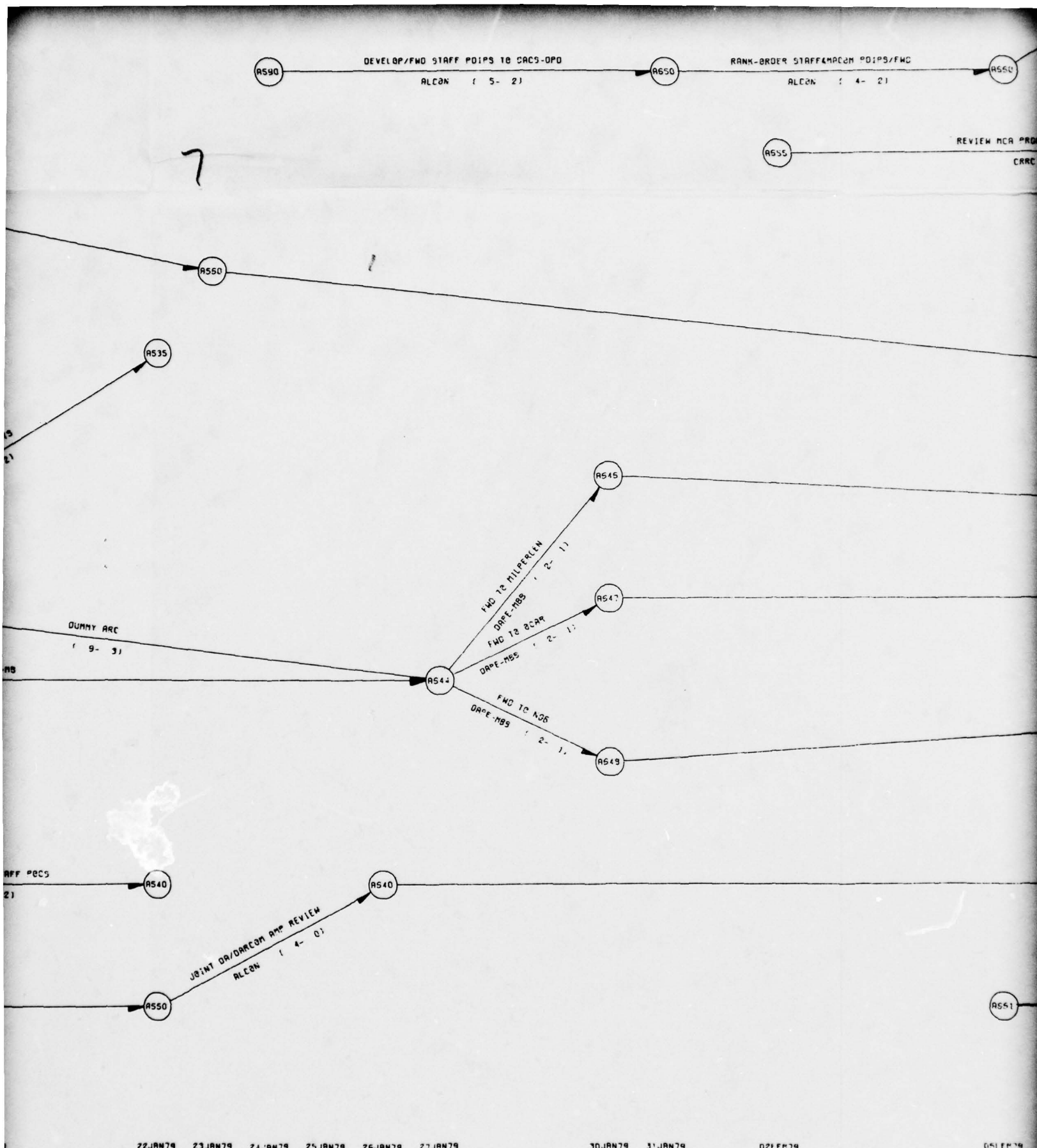
19 JAN 79

22 JAN 79

23 JAN 79

24 JAN 79

25



RANK-ORDER STAFF/MACOM PDPS/FWD

ALCON : 4- 21

AS50

REVIEW MCA PRGM PS RQD (FEB-APR)

AS55

CRRC : 5- 4)

AS91

BEGIN PABE PREPARATION

MACOM : 23- 11)

M

N

O

P

AS71

FWD SOLICITED TNG RIGHTS TO CAMP-TRI

ALCON : 5- 21

Q

R

AS51

ISSUE DRAFT CDR INSTRUCTIONS

DACA-SUB : 5- 21

AS10

S

02FEB79

05FEB79

09FEB79

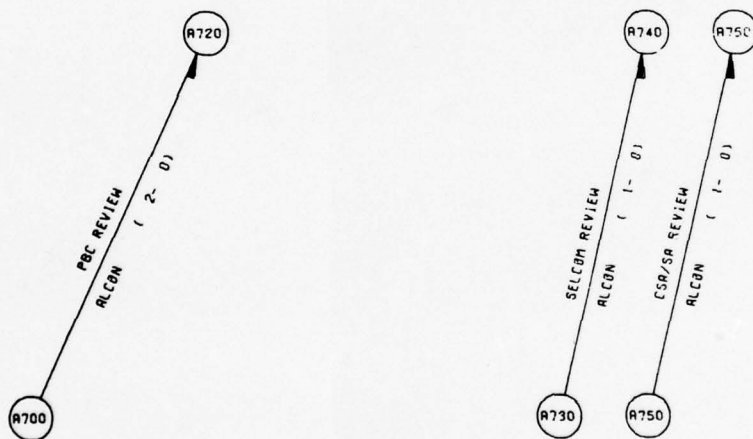
12FEB79

14FEB79

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REVIEW DRAFT CG/CMT TO GSG

DACS-OPD (14- 7)



L

FUNCTIONAL PROGRAM REVIEW

ALCON (9- 2)

A770

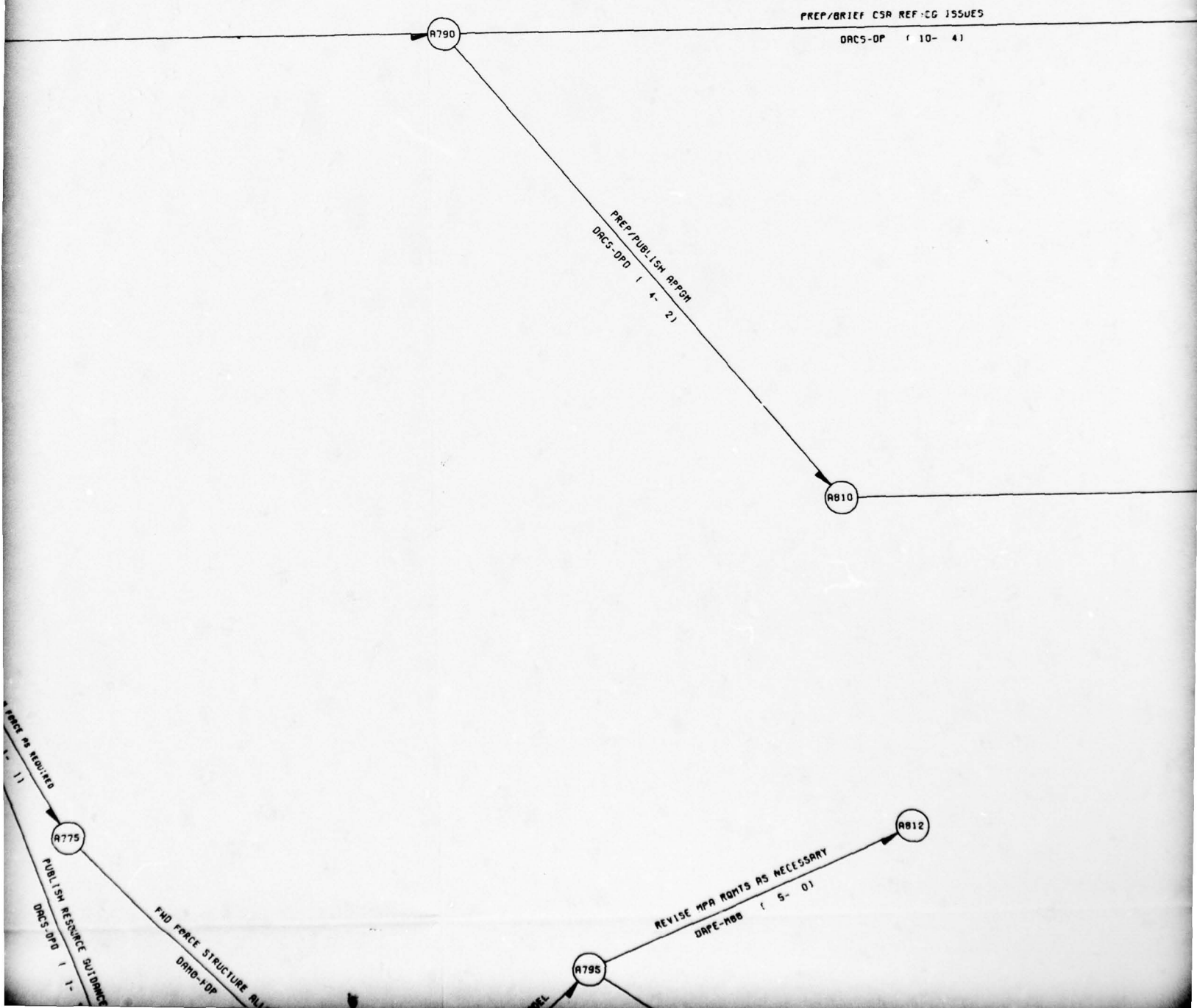
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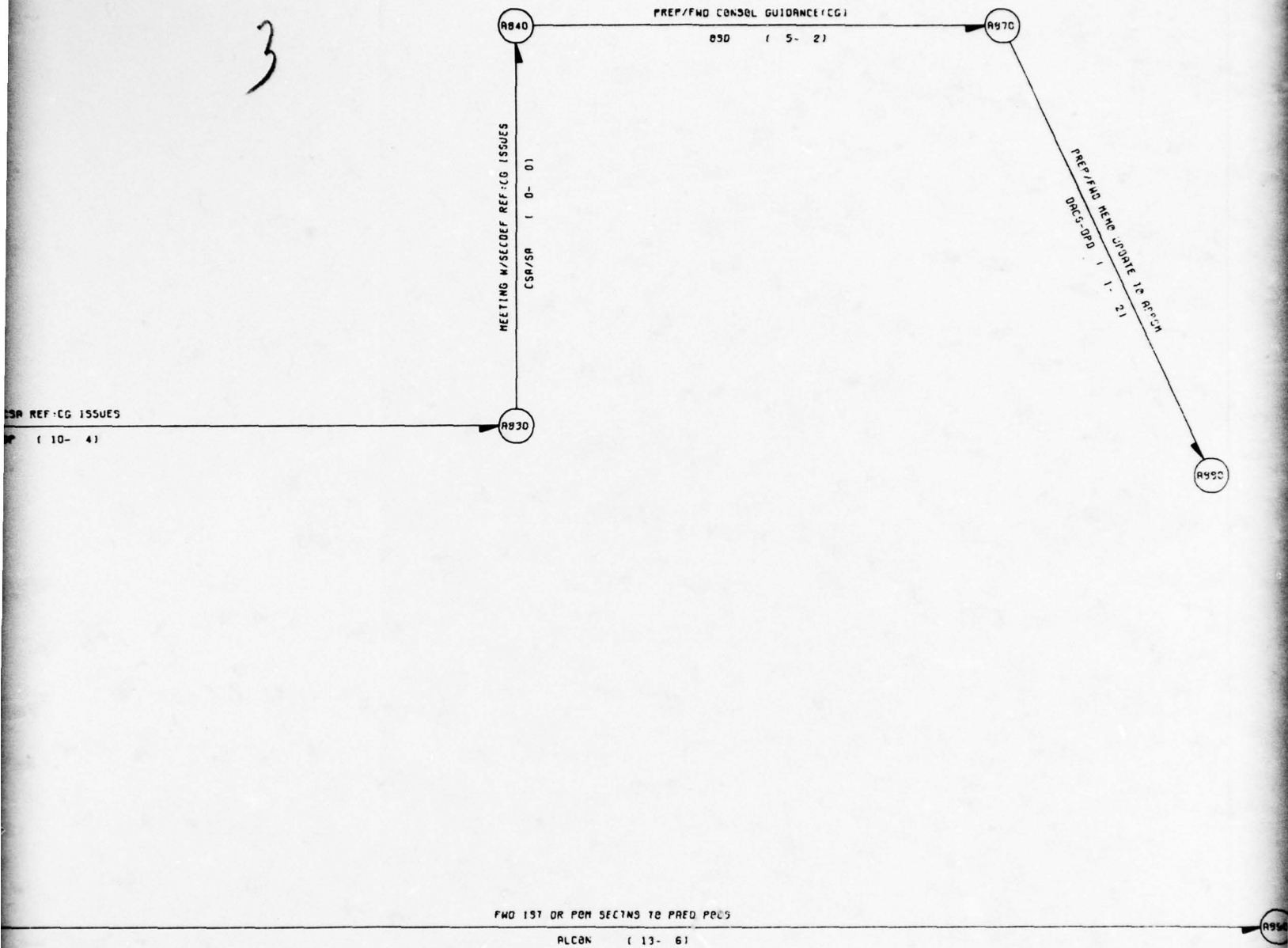
PUBLISH RESOURCE GUIDANCE
DACS-OPD (1- 1)

FWD FORCE STRUCTURE
DACS-OPD

2



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4

A970

PREP AND RECD UPDATE TO RECD
DACS-DPD / 1 - 21

A990

A990

FWG 1ST OR PEN INPUT TO DACS-DPD
PREP PDCS / 3 - 21

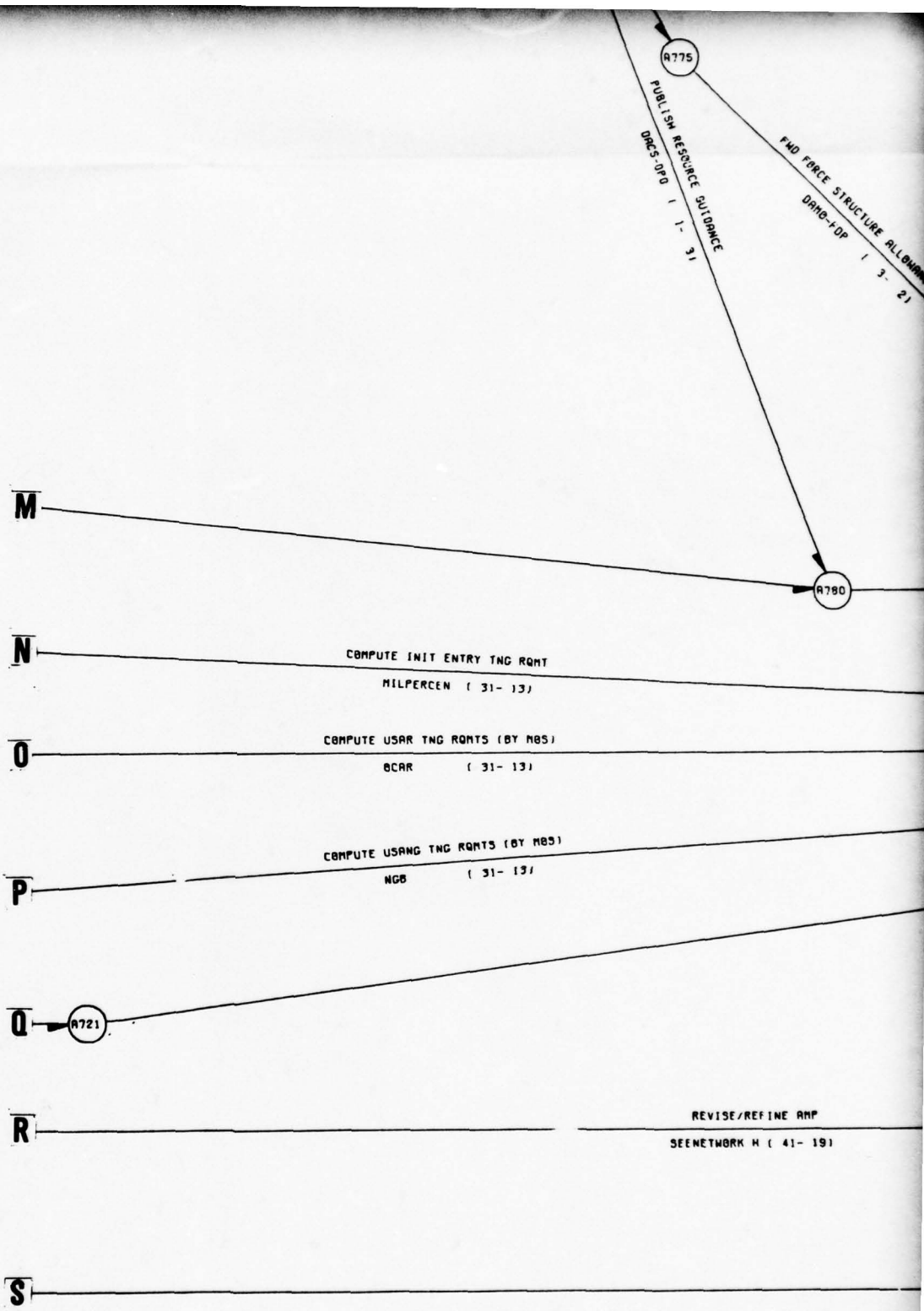
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T PEN

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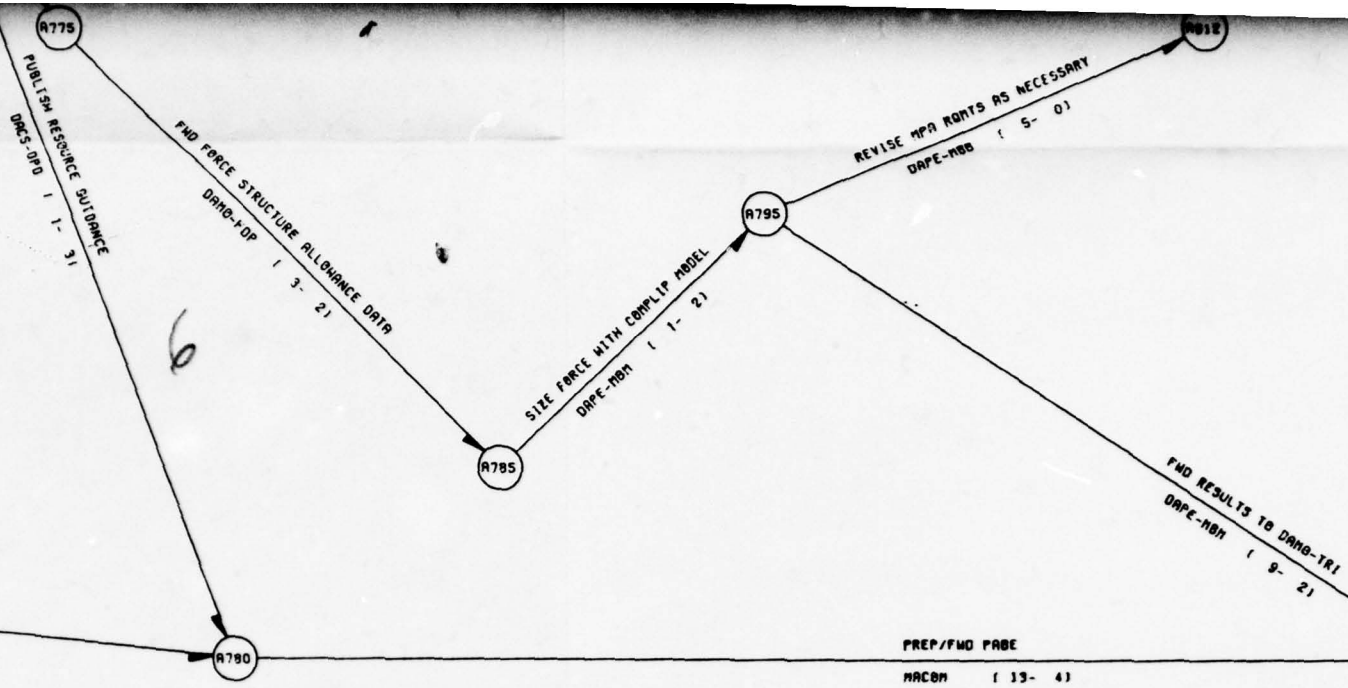


18FEB79

20FEB79 21FEB79 22FEB79

24FEB79

26FEB79



REVIEW/ANALYSIS/CONSOLIDATION
DAMO-TRI (19- 5)

REVISE/REFINE AMP
SEENETWORK M (41- 19)

ISSUE C2B INSTRUCTIONS
DACA-SUB (23- 11)

24FEB79

26FEB79

01MAR79 02MAR79

04MAR79

05MAR79 06MAR79

8012

7

FWD RESULTS TO DAMO-TRI
DAME-NON (9- 2)

8020

ISSUE PAGE TO STAFF

DACS-DPD (6- 2)

8060

8015

REVISE INDIC4 ENVIRONMENT AS NECESSARY

DAME-TRI (5- 2)

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BEGIN REPRINT (APRIL)

DAME-TRI (

8050

09MAR79 09MAR79

15MAR79 16MAR79

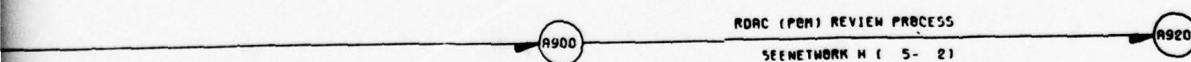
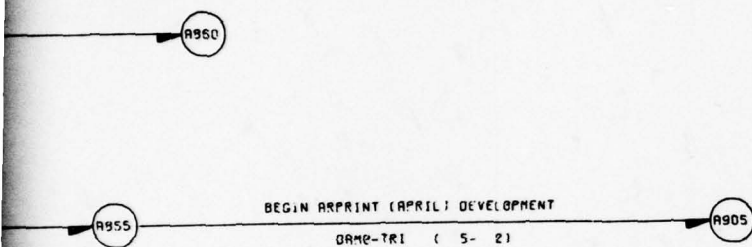
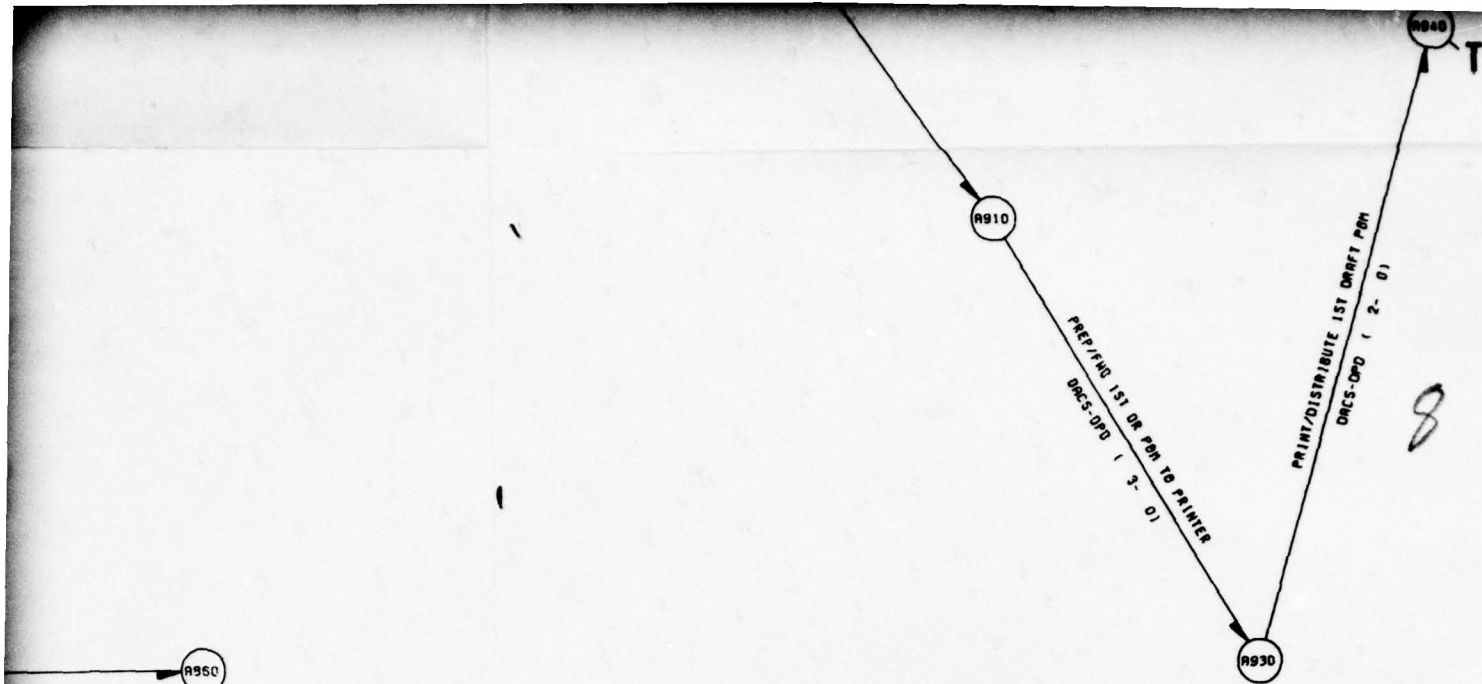
20MAR79

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MASTER POM DEVELOPMENT PROCESS

NETWORK K

Page 4 of 5



22MAR79 23MAR79

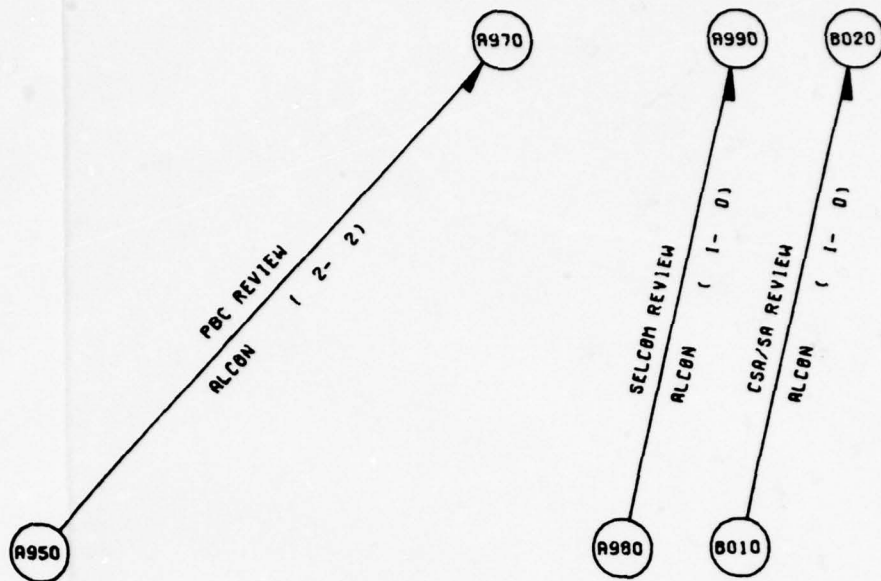
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29MAR79

01APR79

03APR79 04APR79

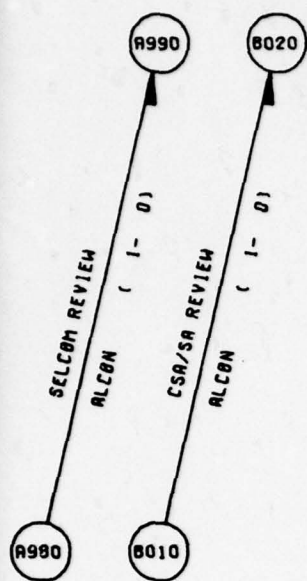
06APR79



FWD FILE
DACS

T

REVIEW 1ST DRAFT PBN/CHT TO
ALCON (10-



8030

FWD FINAL TOR/MPHR CONTROLS
DRCS-OPD (2-2)

8050

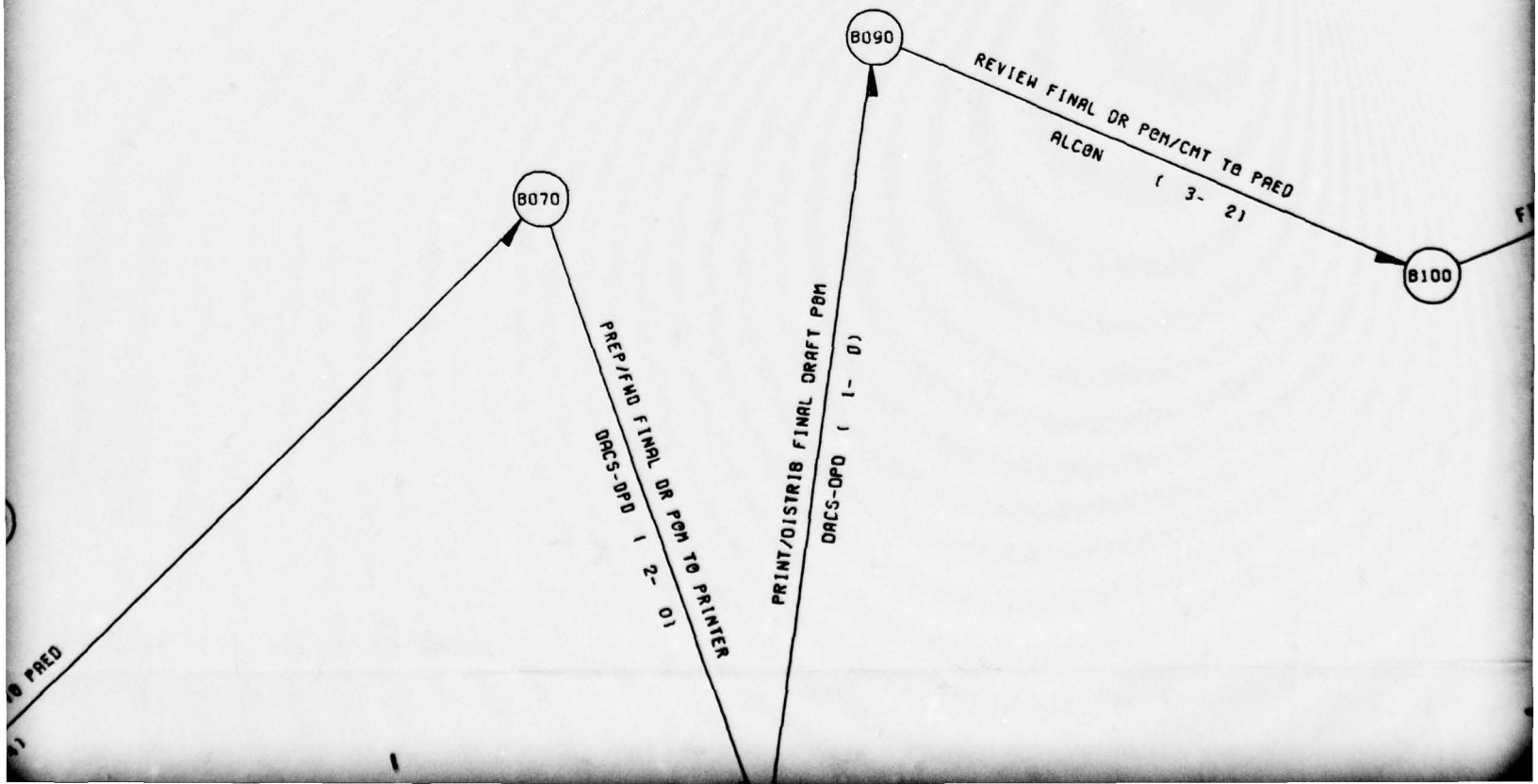
LOCK MPHR CONTROLS RT PE LEVEL
DRCS-OPD (3-0)

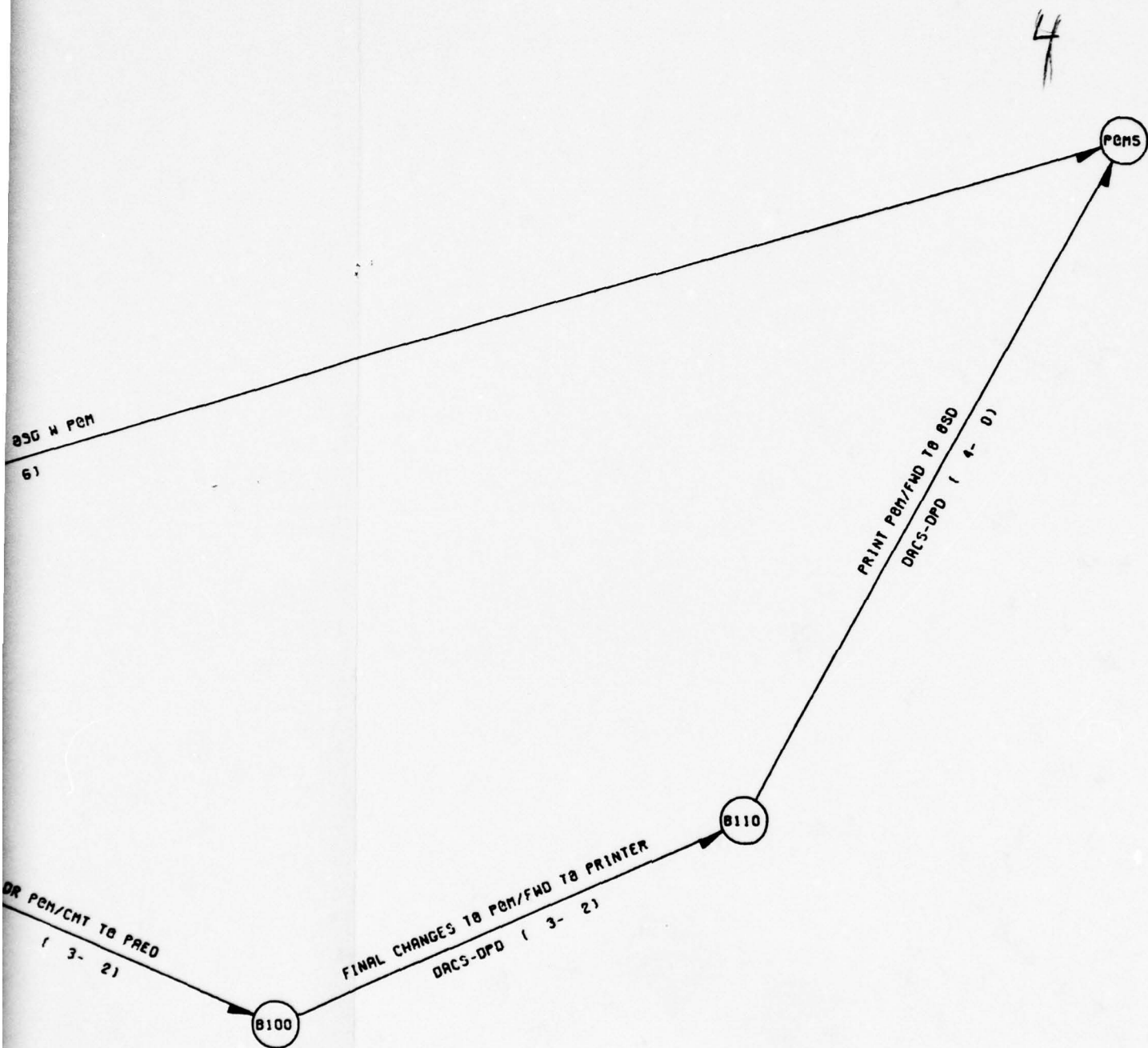
8060

SECTIONS TO PREO
4)

3

MAY UPDATE 3F FYOP/FWD TO BSG W POM
ALCON (19- 6)





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REVIEW 1ST DRAFT POR/CMT TO OACS-DPD
ALCON (10- 4)

12APR79

16APR79 17APR79 18APR79 19APR79

6

PREP/FWD FINAL DR POM SECTIONS TO PRED
ALCON (7- 4)

8040

79 17APR79 18APR79 19APR79 20APR79

23APR79

26APR79

MASTER POM DEV
NET
P

DR POM SECTIONS TO PRED
(7- 4)

CON

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10
TO PRINTER

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26APR79

01MAY79

03MAY79 04MAY79

MASTER POM DEVELOPMENT PROCESS

NETWORK K

Page 5 of 5

8

1 09MAY79

14MAY79

18MAY79

NETWORK

Network L

POM Issue Cycle Process

PURPOSE. The POM Issue Cycle is the process by which OSD analyzes and approves the Army Program.

DESCRIPTION. The process, as described, reflects the schedule followed during FY 80-84 POM development. The process followed this year should not differ substantively (dates may differ slightly). The process begins in late May with DA analysts surfacing potential issues for PGRC review while OSD analysts are reviewing the Army POM. For about one month, OSD analysts prepare and staff (within OSD) "issue papers" which question aspects of the program. From 20-27 June, issue papers for various program areas are forwarded for DA response. The ARSTAF is required to develop, staff, and return comments on the issues in one week. The degree to which earlier efforts successfully forecast issues and develop coordinated staff positions determines to a great extent how effective the Army will be in responding to the issues in the short time period available. After the Army has responded to the issue papers, the CSA meets with the SECDEF to discuss the issues raised. OSD then prepares and forwards the Program Decision Memorandum (PDM). This represents the tentative decision of the SECDEF regarding the Army Program. In late July, the Army prepares and forwards a reclama to the PDM. The CSA meets with the SECDEF to discuss the Army reclama in early August. The Amended Program Decision Memorandum (APDM) is then prepared by OSD and forwarded to HQDA. The APDM is received about 1 September. This represents the final decision on the Army POM.

CRITICAL MILESTONES. The major milestone events are the forwarding to HQDA of the issue papers, the PDM, and the APDM from OSD.

LINKAGE TO OTHER NETWORKS. The POM Issue Process is linked to the POM Development Network at node "POM5" and to the Budget Formulation Network at PDM and APDM publication.

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P8M5



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graph LR; P8M5((P8M5)) --- L1[PREP ISSUE PRO]; P8M5 --- L2[050]; P8M5 --- L3[PREP 1550]; P8M5 --- L4[PREP]; P8M5 --- L5[IDENTIFY POTENTIAL ISSUES]; P8M5 --- L6[FOR PCS 1 9-];
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PREP ISSUE PRO
050

PREP 1550

PREP

IDENTIFY POTENTIAL ISSUES
FOR PCS 1 9-

2

PREP ISSUE PAPERS REF: STRAT FORCES
OSD (19- 9)

PREP ISSUE PAPERS REF: TH NUC FORCE
OSD (20- 9)

PREP ISSUE PAPERS REF: GEN PURP FOR
OSD (21- 9)

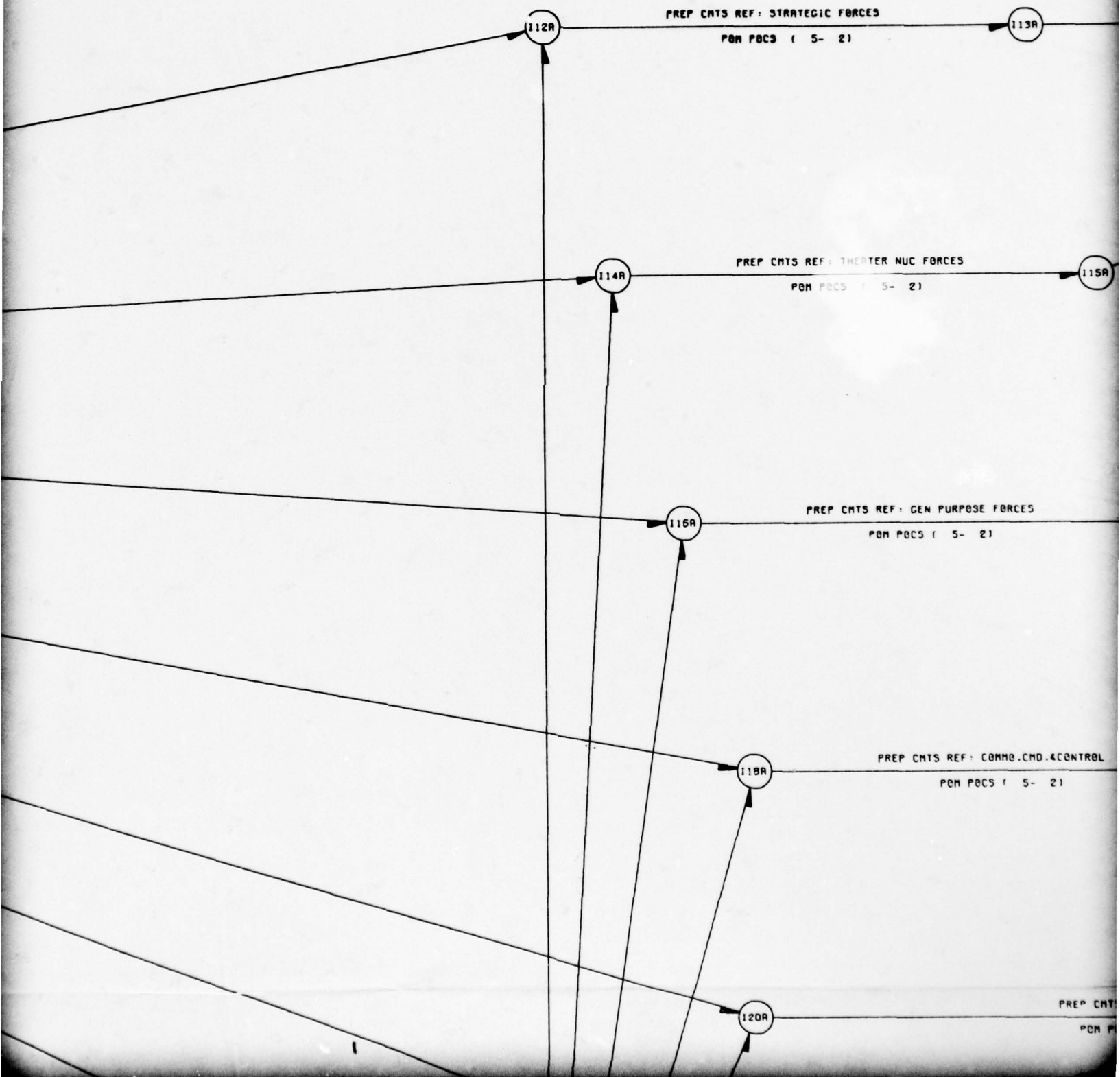
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OSD (22- 9)

PREP ISSUE PAPERS REF: RDT
OSD (22- 9)

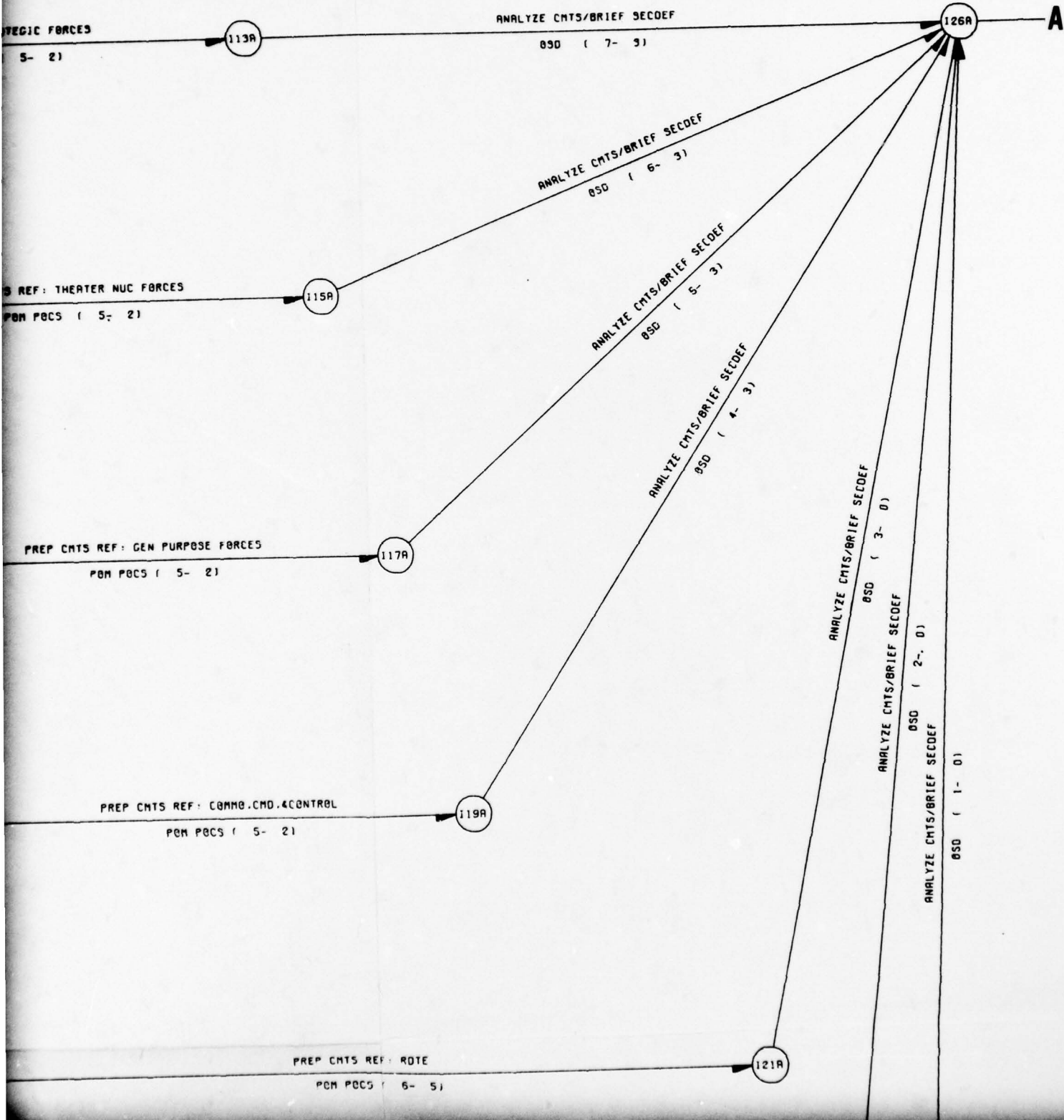
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OSD (23- 11)

PREP ISSUE PAPERS REF: LOGISTICS
OSD (24- 11)

3



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IDENTIFY POTENTIAL ISSUES
PCH PCS / 9- 5)

EMPTY75

22- 9)

PREP ISSUE PAPERS REF: MANPOWER
OSD (23- 11)

PREP ISSUE PAPERS REF: LOGISTICS
OSD (24- 11)

6

1:1A

REVIEW/SELECT ISSUES FOR DEVELOP

PGRC 1 0- 01

1:0A

DEVELOP POSITION ON ISSUES
POM PCS (10- 4)

2

06JUN79

PREP CMTS REF: COMMO.CMD.&CONTROL

PCM PCS (5- 2)

PREP CMTS R

PCM PCS

7

POSITION ON ISSUES
PCM PCS (10- 4)

20JUN78 21JUN78 22JUN78 23JUN78

26JUN78 27JUN78 28JUN78

POM ISSUE CYCLE

NETWORK L

Page 1 of 2

PCM PCCS (5- 2)

119A

ANALYZE CMTS/REF

850 (1)

PREP CMTS REF: ROTE

PCM PCCS (6- 5)

121A

PREP CMTS REF: MANPOWER

PCM PCCS (6- 3)

122A

123A

PREP CMTS REF: LOGISTICS

PCM PCCS (6- 3)

124A

125A

8

26JUN78 27JUN78 28JUN78 29JUN78 30JUN78

04JUL78 05JUL78 06JUL78 07JUL78

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A

MEET W/SECDEF REF: ISSUE PAPERS

CSA (7- 4)

127A

PREP PROG DEC MEMO / FWD TO SA
050 (5- 2)

2

PREP PROG DEC MEMO / FWD TO DA
OSD (5- 2)

128A

COORD DEVEL OF RECLAMA TO POM / FWD

OACS-DPD (9- 4)

3

DEL OF RECLAMA TO POM / FWD

0403-040 (9- 41

129A

ANALYSIS OF RECLAMA
050 (2- 0)

130A

MEETING W/SECDEF REP, POM RECLAMA
060 (1- 0)

131B

PREP STATUS RPT FOR PRESIDENT / FWD

030 (6- 2)

132A

131A

4

PREP AMENDED PROG DEC HEND / FWD
050 (16- 6)

MEETING W/SECDEF REF. POW RECLAMA
CSA (1- 0)

132A

5

PREP AMENDED PROG DEC MEMO / FWD
OSD (16- 6)

133A

6

18 JUL 78

25 JUL 78

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07AUG78

09AUG78

10AUG78

POM ISSUE CYCLE
NETWORK L
Page 2 of 2

2

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